

# RECRUITER

United States Army Recruiting Command May 2008

# Journal



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# RECRUITER Journal

**U.S. Army Recruiting Command**

May 2008

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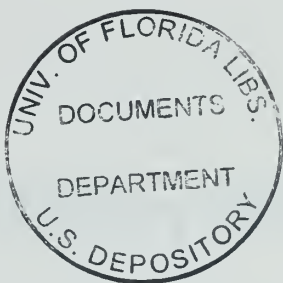
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**FLARE**

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On the cover: Recruiters visit the Army Strong Zone during the Best of the Best Conference. *Photo by Pearl Ingram*

# Our Strategic Plan

## Charting the way to the Future

On April 18, we launched the USAREC Strategic Plan that will guide us into the future and help us realize our vision: “Inspired by the Warrior Ethos and Army Values, recruit volunteers with a highly-trained team that is properly resourced, leverages technology, and is valued by the Army and the Nation.”

The strategic plan approach establishes a standard and a repeatable process for planning, monitoring, managing and measuring implementation with the focus on achieving results. Our approach engages leadership and staff at all levels to participate in the development of goals and objectives. It prioritizes initiatives based on mutually agreed strategic points and completes actions to define tactical steps, timelines, and responsibilities to execute USAREC’s strategic goals and objectives.

USAREC’s strategic plan is a focused and comprehensive strategy for continued success and progress toward improving recruiting capabilities and shaping the future. Combined with the talented leadership throughout the command, we have a solid foundation for taking the next steps in meeting the command’s missions now and in the future.

The newly launched USAREC plan is long term but many of the initiatives, including those focusing on recruiter and family well-being, will be implemented this year. For a deeper look into how the strategic plan affects success at all levels, see the article on page 10.

In a more tactical environment, the summer months require a special kind of planning. It is during these months that we see the greatest transition of leadership and personnel. At the same time that we are transitioning incoming officers and NCOs, we are also experiencing our busiest season for shipping new Soldiers to the Army.

As leaders on the USAREC team prepare to depart

the current positions, develop a solid transition plan that hands off critical tasks and key points of contact. Incoming personnel deserve red carpet treatment from their predecessors on how to make contact with community leaders and centers of influence. Incoming and outgoing leaders must exchange information about their areas of operation, such as the key centers of influence for their particular station, company or battalion. Incoming personnel will need a well developed road map in order to quickly become familiar with their new duties and new recruiting territory.

In addition, during the transition period, extra special care must be taken to give Future Soldiers the time and attention they deserve. This is key in maintaining their commitments to the Army. Future Soldiers were confident in their recruiter when they enlisted, and we must continue to maintain that confidence.

It will be a busy summer — although we cannot forget the importance of recognizing departing Soldiers with timely award presentations and completion of efficiency reports. Simultaneously, family members deserve recognition for their willingness to contribute to mission success through Army Family Team Building and battalion family programs.

Also this month, we welcome Command Sgt. Maj. Stephan Frennier as the USAREC command sergeant major. He served in USAREC for four years and returns with a wealth of experience in operational units. He recently returned from his second tour in Iraq, where he was a brigade command sergeant major with 1st Cavalry Division. We welcome Command Sgt. Maj. Frennier and his Family.

With such a remarkable team, we have the momentum to close out a successful 2008, and I know that we will. Keep safety in mind during this vacation and travel season. Thank you for what you do for our Army and the nation!



Maj. Gen. Thomas P. Bostick



# May is a Special Month for Mothers

**N**o matter who we are, one thing we all hold in common today is that we have mothers. Every one of us qualifies as a child of someone. Now I recognize that not everyone's situation is exactly the same, and some of you may have been lacking your parents, or that you may have been adopted.

But this is a very special month as we honor someone who is very special to each of us. This special person is your mother. She is usually the one who taught us the lessons that have made us the special people we are. According to "What My Mother Taught Me", she is the one who taught me medicine. "If you don't stop crossing your eyes, they're going to freeze that way." My mother also taught me ancestry. "Do you think you were born in a barn?" My mother also taught me about anticipation. "Just wait until your father gets home."

As I reflect on the idea of motherhood, I believe it is the most important institution in the world. It is more than just giving



Chaplain (Lt. Col.) Terry Whiteside

birth, it is a lifetime commitment to love, nurture, correct, train and build character in their children's lives.

Mothers teach their children how to make good choices — even though they know poor decisions are made in every life. And it is through these that we have many lessons learned.

Yes, our mothers are very influential in our lives. So I thought I would share with you an acrostic of Mother. Allow me to share the following that I heard in a recent speech.

**M** is for Manager. She must be able to train, direct, educate, and prepare her children for life.

**O** is for Organizer. She is the one who will bring structure to her household and to her children's lives.

**T** is for Teacher. She will not give a task without showing her children how to complete it.

**H** is for Helper. She is there in a time of need. She knows when to hold on and when to let go. She helps her children strive for excellence in every area of life.

**E** is for Example. She sets the example in the home. She knows there are little eyes always watching.

**R** is for Restore. She is able to softly and tenderly rebuild and restore in her children what others tear down.

Truly these characteristics do not come close to what a mother does on a daily basis. There is not much glory or fame but there is no greater or more important occupation in all the world. Yes, this is a very special month for all our mothers. Many of our recruiters are moms and we salute each of you for what you have done, what you are doing and what is to come.

Mothers, thank you for all you do and have done.

# THE WAY I SEE IT

## Active First Program

Dear TWISI,

I would first like to say that I think that the Active First program is in theory a good program. USAREC receives credit for the accession of an active duty Soldier and the National Guard fills its ranks with experienced Soldiers. My question comes to what mechanism is in place to credit the local active duty station with the active duty accession that came from their area?

According to all of the schools that I have gone to from 79R ANCOC on down to briefings from my higher, missions are distributed based on local population and propensity to enlist. If an individual decides to enlist active duty through the National Guard that is one less person who would be eligible to enlist directly through the active duty recruiters.

I propose that the Active First enlistments be tracked by residential ZIP code and the local active recruiting office be credited toward their mission box or at least receive a mission reduction for each Active First applicant. These numbers should also be tracked on the Active Market Share data in order to give an accurate picture of the work ethic of the Army in a particular area. This would engender a sense of teamwork among the National Guard and the active recruiters rather than an environment of cut-throatedness. I know of at four people in my company who have enlisted in the Active First program just to be in the NG upon their return.

I also think that we could take this one step further by offering a "home base" Reserve or NG unit to enlistees using the same optioning in GCR as PaYS. If the job the individual is contracting for is offered in a local Reserve or NG center they should be given the option to come back to that unit. This will help fill reserve unit slots with experienced Soldiers as well as offering a sense of community to the individual enlistee.

*Sgt. 1st Class Kurt Lemke*

**If you have an issue you would like to have addressed through The Way I See It, e-mail [TWISI@usarec.army.mil](mailto:TWISI@usarec.army.mil)**

Dear Sgt. 1st Class Lemke:

Thank you for your input to the "The Way I See It."

Thank you for your question concerning the Army National Guard Active First (AF) program. The local active recruiting office cannot receive credit for the active duty enlistment. USAREC does not receive credit for any AF contracts or accessions as you stated in your message.

The recruiter of record for this program is the Army National Guard recruiter. The ARNG receives credit toward their accession mission. Since this program was intended to provide lift (applicant would not have enlisted except for Active First) to the USAREC RA mission, above 80K, the ARNG recruiter who achieved this lift receives credit. I am sure that you agree that only one recruiter/unit should receive credit for one Soldier. Credit should not be awarded to multiple recruiters/units for the same Soldier. For AF, the recruiter/unit is the ARNG.

Your concern about "home base" for the Soldier when he returns to the ARNG is satisfied. The Soldier is enlisting for a vacancy in his state. Although it is intended that the Soldier return to his home base ARNG unit, it is not required. The Soldier could choose to re-enlist and remain on active duty. He could also move out of state, but if the MOS is not available they are required to re-class.

Thank you again for your question. For further information contact Frank Shaffery at 1-800-223-3735, extension 6-0493 or e-mail at

[frank.shaffery@usarec.army.mil](mailto:frank.shaffery@usarec.army.mil).

*Sincerely,  
Col. Hubert E. Bagley  
Chief of Staff*

## Got Gym?

Dear TWISI,

I am curious about the USAREC initiative concerning gym memberships for the remote Soldiers in the command. When the message came out from G-1 there were several stations in these remote areas that followed the directions and made all the arrangements with the suggested gyms. When we submitted the paperwork to our command they did nothing to help. We were told that they might do away with that program at first, then we were told that they knew that 3.2 million dollars was allocated but they had more to do than to deal with memberships at the battalion level.

Note that they are next to a military base and have no need to press the issue. They have all the resources needed to work out at their convenience.

Most of the members of my station have been paying for memberships for several years, including myself. I fail to see the reason for announcing the initiative if we are not going to be given the opportunity to use the resource.

If the command is going to deny us the resource then we should question why. Please instruct me on what to do to finally have the same privileges that my peers lucky enough to be stationed near a base have. Thank you.

*Sgt. 1st Class Anthony K. Richter*

Dear Sgt. 1st Class Richter,

Thank you for your input to "The Way I See It" concerning the USAREC Gym Membership program. I appreciate your candid remarks regarding the program at your recruiting station. This headquarters published an operations order detailing the requirements and process to follow in establishing gym memberships. Depending on the situation, the station may either enter into a contract with a local fitness center or use the government purchase card for monthly memberships. All memberships must be approved by your brigade commander. Your chain of command is aware of your concern and is taking action to implement the program at your station and other units within Columbia Battalion.

*Sincerely,  
Col. Hubert E. Bagley  
Chief of Staff*



# Making the Most of Patriot Season '08

By Sara Entgelmeier, Weber Shandwick

**B**eginning on Memorial Day and running through the Fourth of July, Patriot Season provides a time for the country to reflect and honor Soldiers' service to winning and protecting America's freedom. With events, celebrations and recognitions held across the country, this is an excellent opportunity for the Army to capitalize on its current relationships and reach widespread audiences through high profile events.

With inherent support of the Army during this patriotic time, it is up to each Soldier to make the most of it. Whether a battalion is sponsoring a Major League Baseball game for Army Birthday or conducting a Freedom Team Salute for a COI, utilizing the assets available and positively positioning Army service is an important component of each event. This is the time to engage and encourage prospects, influencers and the general public by sharing individual stories of service.

"It really is all about working with your partners at the right time of the year," said Mark Czamecki, advertising and public affairs chief for Great Lakes Battalion.

"The Detroit Tigers are very happy to help celebrate Army Birthday with us at Comerica Park because their fans are really patriotic and the team likes this promotion leading up to the Fourth."

In Cincinnati, the local battalion is partnering with the Reds twice during this timeframe to gather and sustain support. On 14 June they will celebrate the Army's 233rd birthday with an Army color guard, a Soldier singing the national anthem, a ceremonial first pitch by a Hometown Hero, an on-field Future Soldier swear-in, tickets for recruiters and Future Soldiers, a VIP suite for COIs and PaYS partners, recruiting tables on the concourse and free American flags for the first 20,000 fans.

Then, on July 5, the Reds players will be outfitted in special DCU pattern jerseys and the first 20,000 fans will receive a Ken Griffey Jr. Reds-replica camo mesh jersey. Among other assets, the Army will be featured extensively in the pre-game promo-



**Sgt. Melissa Powell from Fort Knox sings the national anthem at The Great American Ballpark in Cincinnati, Ohio as the Reds celebrate Army Birthday on July 14, 2007.**

**Photo by Kim Martin**

tions and advertising done by the team. Following the game, the players' jerseys will be auctioned online in support of a designated charity for Soldiers' families.

Indianapolis Battalion is taking advantage of a major event in-market by co-sponsoring Armed Forces Weekend at the Indianapolis Motor Speedway — the last time trials prior to the Indianapolis 500 on Memorial Day. Several recruiting assets will be set on the infield area inside the track, including the AMT, IS2 tractor trailer and an MEV. In addition, Army Future Soldiers will participate in an on-track swear-in ceremony for all military services conducted by U.S. Senator Richard Lugar.

"Armed Forces Weekend at the Speedway occurs every year, just prior to Patriot Season, and really helps kick-off all of our other events and activities with a bang," says Mary Auer, the battalion's advertising and public affairs chief.

"Racing fans are patriotic and enjoy the show and a way to demonstrate their support and thank the Soldiers."

Regardless of budget or scope, it is important to remember that even the smallest events can have a big impact. Take the time to interact with those in attendance as much as possible and, when appropriate, provide key takeaways and next steps to ensure they leave informed and engaged.

For more information on Patriot Season and planned events, contact local brigade and battalion representatives or your FMR.

# Mission Essential Communication

By Col. Linda C. Ross, PsyD, USAREC Command  
Psychologist and Birgit S. Valdez, Ph.D., Deputy Command  
Psychologist

Think about a leader that you served with whom you would follow anywhere. What about that leader made them great? Were there times when that leader had to confront you on deficiencies, shortcomings or mistakes? How did you feel afterwards? Like you had disappointed him or her and you wanted to improve — not because of rank but because of whom the leader was? Isn't that how we want others to view us? One way of achieving this is by looking at how we communicate.

The challenge is not in everyday conversations when things are going fine or in clear cut situations when all factors are known. The challenge is in hard conversations — when we experience failed expectations, unmet standards and bad behavior of those who otherwise serve admirably. What can we

do to structure conversation in order to resolve the real issue by ensuring we get to the root of the problem and leave the other person intact — still motivated to perform and fully committed to our mission?

## Mission Essential Communication

Kerry Patterson and his colleagues have researched communication patterns of more than 25,000 people in dozens of institutions over 20 years. They published the lessons learned from their research in the book entitled "Crucial Confrontations." They found that organizations lose between 20 and 80 percent of potential performance when leaders are unable to master crucial confrontations.

Most organizations experience communication problems at all levels of leadership. This is true in Fortune 500 companies who recruit only the most talented individuals. Recruiting Command is no exception. Even though USAREC has many of the best Army officers, NCOs and civilians, we also have leaders whose communication style inhibits the effectiveness of their units or stations. Often, as was found by Patterson, et al., these leaders have good intentions but are simply making incorrect assumptions and inadvertent errors. They are often not aware of the impact of their communication style.

Center One has developed training based on what was found to be critical components of confrontations. The training is titled Mission Essential Communication because the concepts have assisted leaders in efforts to increase the effectiveness of subordinate leaders and recruiters. The training is given to all leadership courses in the Recruiting and Retention School, Station Commander Course through Pre-Command Course, and is conducted in the field.

Station commanders or company command groups are provided an opportunity to gain new perspectives on the human dynamics of leadership, discuss communication challenges they face, and develop specific tools and techniques that they can use. This training is enhanced when participants feel free to openly discuss any issue. Therefore, station commanders and company command groups are trained separately without anyone outside that group present during the training.

In order to explore the issues and concepts in depth, a minimum of four hours is needed. The training has been well received by station commanders and company command





groups. During annual training conferences, battalion command sergeants major have related that they were personally thanked with a handshake from their subordinate leaders for including this training; told that this was the best training they have ever received; and given the recommendation that the other leadership groups, station commanders or company command groups, within that battalion also receive this training.

While the content of Mission Essential Communication provides the structure and new perspectives on human dynamics, the real value of this training is the opportunity for leaders to have a forum where they can exchange ideas and with their colleagues, identify commonalities among themselves, jointly develop workable solutions, and increase connections between colleagues with whom they may rarely interact. The leaders in each training are approached as subject matter experts on issues they deal with. Their input shapes the discussion and training is tailored to each group as the discussion unfolds.

## Communication Tailspin

Have you known a military leader whose approach to most communication with subordinates was based on the premise, "I tell them what my expectations are, and they just need to deliver. If they don't, it is simply an issue of noncompliance."

- How often do leaders look at a situation and assume they know what is happening and know the circumstances leading up to it?

- What if the subordinate does not have the knowledge, skills and experience to deliver? Did the leader assume he or she did, or did the leader explore with the subordinate what their obstacles were and find a personal issue or "soft" skill that was lacking and set up a developmental plan for the subordinate?

- When the subordinate provided reasons that impacts their success, did the leader dismiss these as excuses? Or did the leader help the subordinate identify what was within and outside of the subordinate's sphere of control and assist the subordinate with finding ways to overcome the obstacles?

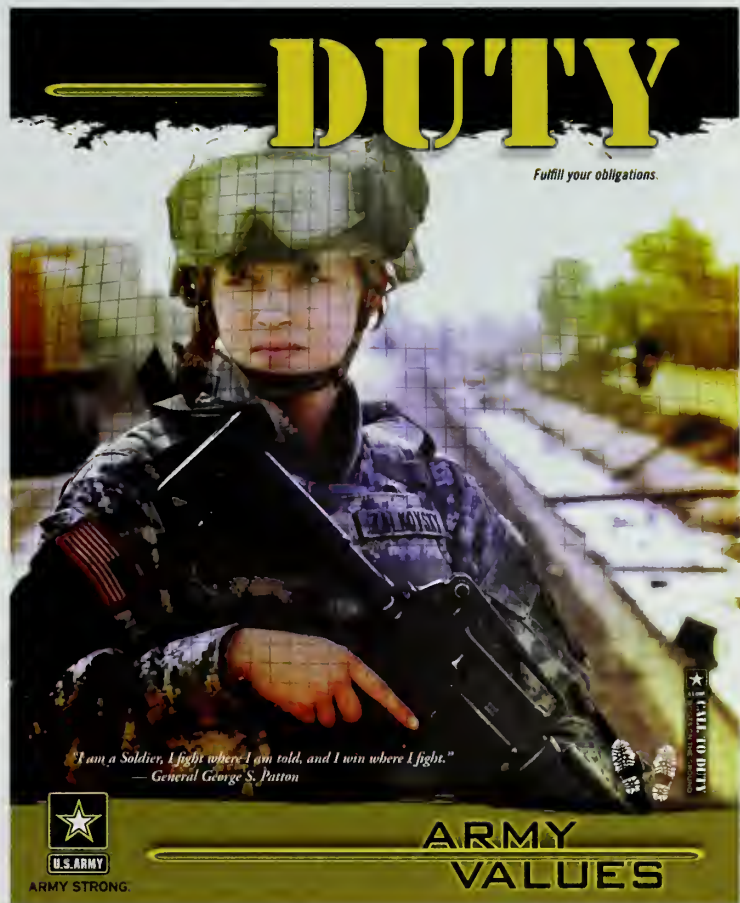
- If the leader goes on the premise that the subordinate is trained and has the knowledge, skills and experience needed; views reasons given as excuses; and does not actively seek ways to assist the subordinate, the subordinate is likely to feel that he or she is in a no-win situation.

- As the subordinate continues to come up short of the expectations, the leader's frustration with the subordinate builds. The frustration in the leader may become so great that they speak out of intense emotions and communicate in a disrespectful manner.

- At this point, the subordinate goes into survival mode. The subordinate's frustration may lead to the same type of disrespectful communication to their subordinates or they may give up and attempt to "ride out" the USAREC assignment.

## The Reality of the Situation

Changes in communication can lead to organizational gains. Research found that improvements in communication can result in gains in productivity and job satisfaction, as well as significant reduction in costs.



All leaders have on their team a number of individuals who could be more successful with more effective communication. If we could effectively engage the recruiters and subordinate leaders in the command by incorporating the communication skills demonstrated by influential leaders, our effectiveness as a command would increase. Some may say, "I don't have time to do that." But do we really have the time not to?

We have leaders in USAREC who are exceptional mentors, and subordinates should seek guidance from them. We also have trainers, both at RRS and in the field, who are resources for junior leaders.

Mission Essential Communication training is another resource. It was developed to assist junior leaders gain an understanding of human dynamics and help in their development as leaders in USAREC.

We will follow up this article with more articles that discuss the specifics of Mission Essential Communication in upcoming Journals.



Spencer Wheeler and his mother, Mary Cay Thorrez-Wheeler, pose at the MEPS in Lansing, Mich., just after his oath of enlistment ceremony. Spencer is one of nine brothers and the fourth to serve in the Army since 9/11. Two other brothers are in JROTC and plan to join the Army after high school.

# “Remember the Wheeler Sons”

— a Michigan mother’s inspirational support and pride

*Story and photos by Jake Joy, Great Lakes Battalion APA*

**A**t the urging of a fellow participant, Mary Cay Thorrez-Wheeler stood and delivered her testimonial to a crowd of influencers during the Great Lakes Recruiting Battalion educator tour in Fort Jackson, S.C., in March.

A teacher on the tour had asked the tour guides, “How can we support telling young people about the Army as a career option when there’s a chance they could go to war and die?”

Mary Cay gave her story and said, “Any time you’re talking with someone who is contemplating the Army, tell them about my sons. They know what it is to give the ultimate sacrifice, and they’re still signing up to do their part. Remember the Wheeler sons.”

The Wheeler sons are hard to forget.

The tragedies of Sept. 11, 2001, prompted Mary Cay’s son DJ to enlist. Dissatisfied with the family business, he had spent that summer contemplating service. Mary Cay advised him to carefully weigh his options and make sure the military was the right path, but she didn’t discourage him.

“They aren’t living their lives for me,” Mary Cay said of her nine sons and three daughters. “They are supposed to live it

for themselves and what they are called to.”

Of her 12 children, now ranging in age from 16 to 30 years old, DJ was the first Soldier, enlisting as an infantryman. He later told his mother that among the influencers in his life, only she and her father, a World War II veteran, supported his decision.

“You raise your child to be a man or woman, and then when they’re making adult decisions, you can’t say ‘no’ and pull them back,” she said. “Let them learn. Let them have their bumps and experiences in life. Why shelter them from experiences that can ultimately make them better people?”

DJ’s life ended during a patrol ambush in Tikrit, Iraq, in October, 2003. He was the only member of his unit hurt in the attack. The dog tags he wore that day now hang from his mother’s neck.

When the Army came to inform the family, DJ’s brother Paul saw the Soldiers first. He led them inside and they stayed until each sibling had heard. Mary Cay said she was at peace with the news and tried to pass that peace onto her children.

“I felt very confident in his decision,” she said. “To this day, even though he’s not here, I know that it was all for good. The service he did, the men and women I have met that served



with him, their lives are different. They're changed. Their faith in God is stronger because of the interaction they had with him when they served. I lost a son, but I gained all of them as children."

In early 2005, that same son who saw Soldiers approaching his house with word of his brother's death made his way to the recruiting station.

"I wanted to ensure that he was (enlisting) for the proper reasons, that he had the proper motivation, that the decision was not based on a desire for revenge because of what happened to his older brother," said Sgt. 1st Class Mark Doran, who helped process Paul. Doran said Paul thought his brother would be proud and he assured the recruiter that he just wanted to serve and give something back.

When Mary Cay's third son, Quentin, joined the Army, people asked how she could allow it. Her question was — how could she not support her children?

"Besides having to deal with the challenges of serving in the Army, they would have to deal with the guilt of having a mother that doesn't want to embrace what they're doing and give her blessing," she said. "I raised my boys to be men, and I trust them."

Mary Cay put her fourth son, Spencer, on the bus to basic training in March of this year. Spencer faced similar questioning about joining the Army.

"It's just kind of a boy thing. You always think about the Army in the back of your mind. You play Soldier games when you're younger, and if you have brothers that serve, it kind of motivates you a little more," Spencer said, admitting his brother's death made him look harder at joining, "not because he died, but just because he was (serving)."

Two more Wheeler sons, high school JROTC students, are

"chomping at the bit" to become the 5th and 6th Soldiers in the family after graduation. And as supportive as Mary Cay has been of her sons, it's hard to see them go.

"You watch the bedrooms get empty. Spencer's room is a balcony room, so I can normally hear him moving around. Last night, I was sitting there, and I couldn't hear him moving around. It doesn't get any easier," she said. "At the same time, I couldn't be prouder. There isn't a prouder mom in Michigan."

Doran saw her pride as he guided Spencer through the enlistment process this spring, and he nominated her for the educator tour — where she could spread the story of the Wheeler sons among Michigan's teachers.

"It's about young men and women making decisions for themselves and doing it for the right reasons, and having their parents' support," said Doran. "It's something that continues to motivate me to do what I do, when I see someone who never served themselves, but you see their pride and patriotism, and you get a sense that they feel they are living it themselves, but through their children."

Mary Cay refuses to think there's anything special about her part in the story, despite the contributions she has already allowed her sons to make.

"It's not about me, it's about them. I want people to know their names," she said. "I'm just blessed to be a part of it."

Six Soldiers from one Army family truly will be something special, especially when the motivations of five have been influenced by the service of one.

But Mary Cay Thorrez-Wheeler's continued support is special as well, considering she has already sacrificed more than most people can fathom.

To honor the service of one Michigan Army family, and other families like it, we will always remember the Wheeler sons.



Mary Cay Thorrez-Wheeler hugs her son Spencer before he boards the bus to basic training. He is the fourth of her nine sons to join the Army, and two more plan to become Soldiers after their high school graduations.

# Strategic Plan – Vision for the Future

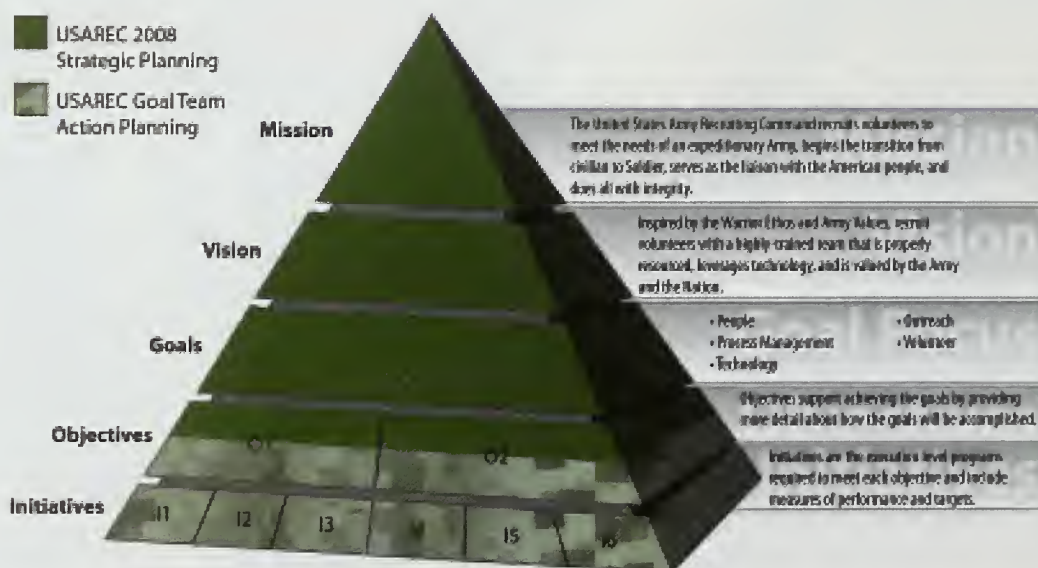
By Lt. Col. Samuel Butzbach  
USAREC G5, Strategic Plans Division

USAREC is defining the future of recruiting. This process — the Strategic Planning Process — harnesses the collective skills, experience and knowledge of USAREC leaders at every level from the recruiter to the commanding general. The most significant document produced during this process is the USAREC Strategic Plan, presented to our senior leaders in April 2008. While this plan has a strategic focus, it impacts how USAREC does recruiting operations at every level in the organization — strategic, operational and tactical. This plan impacts the recruiter because many of the organization's goals, objectives and initiatives are focused on providing recruiters the tools to accomplish USAREC's mission.

## The Strategic Planning Framework and Process

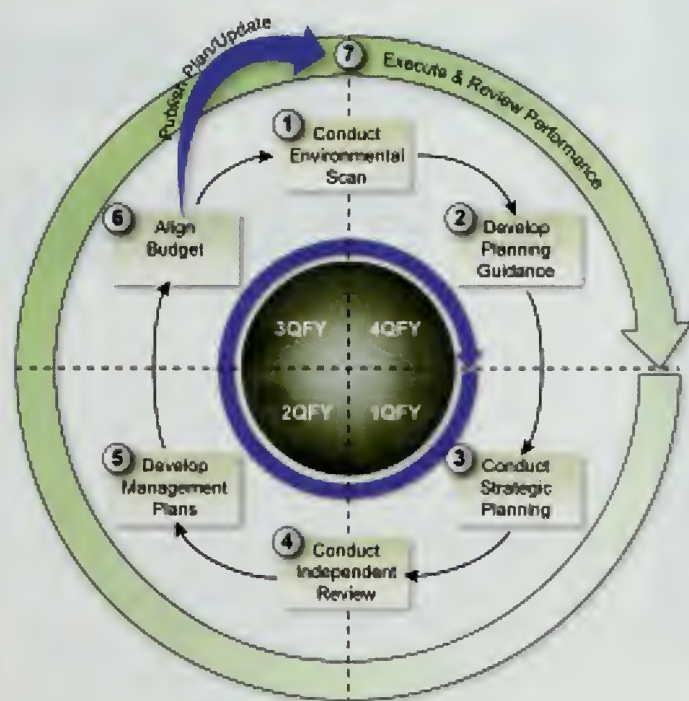
USAREC leveraged 'best practices' across the military and commercial industry, to develop an executable strategic planning framework — the graphic at right visually depicts that framework. The strategic planning process began with an analysis and validation of USAREC's mission and vision.

Perspectives of leaders within the organization, and in external organizations, were compiled during the 'environmental scan' phase. The environmental scan identified and analyzed major factors with potential strategic, operational or tactical impact that may occur within the first year of execution. This analysis and subsequent validation led to the development of USAREC goals, objectives and supporting initiatives. This approach provides a foundational framework for linking actions between the tactical, operational and strategic levels within USAREC.





To implement this framework, USAREC developed a seven-step strategic planning process, in continuous cycle, shown below. The framework was originally developed and targeted for use in FY 09, but was later accelerated for use in FY 08 to facilitate a more rapid deployment of goals, objectives and supporting initiatives. Despite the accelerated schedule, USAREC has already completed Steps 1 through 5 of the process, and has begun aligning resources for execution of the plan. When resource alignment is complete, the current strategic plan will be updated, published, executed and monitored through a command level quarterly review process. Quarterly reviews will focus on projected changes in the recruiting environment, review of objectives and initiatives and validating measures of performance. Simultaneous with the publication of the plan, USAREC will begin the next cycle of strategic planning, focusing on FY 10 and beyond. USAREC will continually assess its mission, vision, goals, objectives, initiatives, measures and targets to ensure our recruiting practices remain relevant within the changing environment and demographics of American society.



**USAREC developed a seven-step strategic planning process, in continuous cycle.**

## Focus on the Recruiter

From a recruiter's perspective, the following question may be asked, "how does the strategic plan impact me?" The strategic planning framework and process described requires critical input from the recruiter and actions to support the recruiter. USAREC is the only organization within the Army responsible for recruiting volunteers to meet the demands of defending our nation. USAREC's recruiters are the most important people in accomplishing that mission. Therefore, while the USAREC plan is strategic in nature, it must continuously focus on the recruiter by providing them the tools and programs to accomplish their mission and ensure personal and professional growth. In the past, initiatives such as the H3 and additional rock walls resulted from our informal process for identifying and fielding capabilities to the recruiter. Through the formal strategic planning process, USAREC will continue to field needed capabilities by focusing on the recruiter. Focus on the recruiter is evident in the five goal management areas developed for the plan:

### **People Goal**

Identify, train, develop and retain a blended team capable of accomplishing our assigned recruiting mission; improve quality of life for recruiters and their families.

### **Volunteer Goal**

Execute a comprehensive strategy to improve the identification, qualification and preparation of our Future Soldiers for initial entry training.

### **Technology Goal**

Execute an information technology strategy that provides timely, relevant and accurate information to stakeholders and enables USAREC to accomplish its mission.

### **Outreach Goal**

Increase propensity by executing a strategically aligned outreach strategy in partnership with senior Army leadership and business partners to engage a target population and their influencers.

### **Process Management Goal**

Improve USAREC business processes and culture to better achieve mission and establish and maintain a collaborative environment within USAREC and DA stakeholders to efficiently address changing requirements, priorities and communication across USAREC

These goals are directly tied together to help us meet our future mission by binding people, processes, technology, outreach and volunteers into an actionable and recruiter-focused plan.

Positive change is coming. The Strategic Plan is a deliberate and comprehensive document that harnesses the collective skills, experience and knowledge of USAREC leaders. It incorporates best practices from both the military and commercial industry, builds the foundation for the future of recruiting and emphasizes the recruiter as central to accomplishing the USAREC mission.

The G5 is interested in your opinion about the plan and ideas for initiatives. You can view the Strategic Plan at the USAREC G5 Strategic Plans page on the Enterprise Portal and provide feedback and comments to the Plans Division at [USAREC.G5.Plans@usarec.army.mil](mailto:USAREC.G5.Plans@usarec.army.mil).



## Former Recruiters to Recruiting

Staff Sgt. Dawn Monica Vance receives a plaque in October 2007 for her success as a former recruiter. Command Sgt. Maj. Martin Wells, the USAREC command sergeant major at the time, and Maj. Gen. Thomas Bostick present her award at Annual Leaders Training Conference in Denver, Colo. *Photo by Julia Bobick*

*By Pearl Ingram, Recruiter Journal Editor*

**S**taff Sgt. Dawn Monica Vance is back in recruiting. She was one of 1,092 former recruiters who returned to duty in FY 07 to assist with the end-of-year mission push. She enjoyed her return so much that now she is converting from 68K to 79R.

In July 2007, Vance left her lab tech job to spend July through mid-September on recruiting duty at the Pearland, Texas, station. She had spent two years in Houston battalion starting in the year 2000 at the Beaumont, Texas, station.

"Those are my old buddies there," said Vance. "They taught me everything I know."

She did well in the Houston battalion, and as an award for her performance she qualified under the early release program. Later though, she began thinking about how she enjoyed talking with young people and started thinking about returning



to recruiting. The 73-day return to duty as a former recruiter helped her make the final decision to leave the laboratory behind. March 10, she signed into the Medical Recruiting Company, 5th Brigade as an AMEDD recruiter.

"I had been thinking about it. It had been kind of nagging at me, something saying, 'hey, go back.' I started looking and then I decided to try the medical side," said Vance.

However, when she first arrived at the Pearland station last year as a returning recruiter, she sensed some apprehension. Pearland was a fairly new station and she met a brand new seven-member team.

"To be honest, when I first got there, it was like having any person come back. It was kind of hard. I think they thought, wow, here is the new sheriff in town," said Vance.

But she knew her job and she knew her mission was to help put people in the Army. It took about two weeks for everyone

meet with the people who wanted the appointment and not know anything about the town I was in."

For this fiscal year, former recruiters will begin arriving in stations early in the month and will stay until August. Their mission — to spur production and set conditions for FY 08 mission success. Battalions will employ returning recruiters to prospect and generate leads focused on penetrating the high school market.

Former recruiters will be assigned to battalions where they previously recruited when possible and in targeted markets to promote success. All former recruiters will be on TDY orders and will not exceed 89 days of recruiting duty.

Sgt. 1st Class Maurice Johnson, now at Fort Knox, Ky., Noncommissioned Officers Academy, was not among the 600-plus former recruiters selected this year because of his duty assignment. Also, he, like Vance is requesting to return to recruiting duty. This time he wants to serve in the Kansas City area, for family reasons.

His experience at the Bridgeport, (Conn.) station last year was great and the eight recruiters there helped him when he first arrived.

"You have a limited amount of time so it is good to have a head start," said Johnson. "You don't want to spend a week or three days just trying to get caught up."

Johnson would have liked to have received a packet of materials before he arrived in Bridgeport, so that he could have been up to date on the new advertising, increased incentives, and the changes in telling the Army story. Sometimes vehicles were an issue he said. Although he had a rental car, he could only use it for a limited number of miles.

"I jumped in the car with other recruiters and we double teamed the streets."

Although he had left Bridgeport four years ago, he still had contacts there who he had kept in touch with. Teachers, school principals and other centers of influence were available for him to visit. In addition, some of the Soldiers he had recruited had completed their enlistments and were back in the area.

"I could reconnect with them and, depending on their (Army) experience, — good or bad — they could vouch for me and find new contacts."

Johnson said recruiters even shared their business cards, although, he thought it was unprofessional to scratch out one name and write in his. He said business cards should be included in an advance packet.

"So when we get there, we will be adjusted and know what we are talking about versus getting there asking 'and so what's new.'"

Overall Johnson's former recruiter experience was successful. He came away with seven contracts and enjoyed being back on recruiting duty.

His advice to anyone considering returning to recruiting is to take the job seriously and pick the best qualified applicants for the Army.

# Recruiters Return to Duty

to realize that 'this person really does know how to talk with people,' according to Vance.

She marks her success up to her personality. She's just a happy person, she says, and in recruiting attitude means everything.

"When you do get called to recruiting, make the best of it," said Vance, "and put in every effort. Find something within yourself that makes you spark and, for me, it is the prospects. They inspire me."

Vance says she continues getting telephone calls from Soldiers she recruited back in 2000. In fact, a Soldier injured in Iraq chased her down at the Institute of Surgical Research, Fort Sam Houston, Texas, just to tell her how good it feels to have served his country.

"The something that kept nagging at me," she said, "it is those Soldiers."

In her return last summer, Vance admits she had a little more leeway in how she went about getting I1 contracts in such a short time. She was not only recruiting for Pearland station but also for Houston battalion. She wasn't restricted to a recruiting zone but could move throughout the battalion area.

"I think the greatest challenge was trying to get to know the community in such a short amount of time," she said. "I had to

# Milwaukee Makes Reintegration Retreats Matter

By Maj. Doug Pryer, Milwaukee Battalion

New Army recruiters are increasingly combat veterans. In Milwaukee battalion, most of its new recruiters have completed 1-2 combat tours, and some new recruiters have finished three or even four combat tours. And like combat veterans immemorial, some new recruiters have suffered injuries in battle, or worse, the pain of seeing comrades wounded or killed. And like all returning warriors, nearly all of Milwaukee's new recruiters had friends and loved ones at home who they had missed deeply while deployed and with whom they must now work hard to rebuild past relationships.

But unlike most of the Army's combat veterans, Milwaukee's new recruiters live far from the traditional support structures of a military installation. Three years ago, Milwaukee battalion's leaders realized that too many new recruiters, while heroes who had overcome great adversity downrange, were struggling to cope in a new environment where they found themselves doing work that was significantly different and far more demanding than any work they had previously performed in garrison.

Thus, "The Crescent Moon Society" was born. The Crescent Moon Society has the battalion's 105 combat veterans as members, and it meets semi-annually at reintegration retreats. Lt. Col. Dan Miller, battalion commander, leads the society, and Susan Foreman, who is both the Battalion Soldier and Family Assistance Program Manager and a clinical psychologist, coordinates and runs the society's retreats.

"These retreats are based on a therapeutic model that has the primary goal of promoting 'normalization' among the society's members," said Foreman. "Attendees participate in programs that are designed to meet the needs of the collective group while teaching individuals where and how to find solutions to post-deployment issues."

The society's most recent retreat took place at the Osthoff Resort on the shores of the remote, glacier-carved Elkhart Lake in Wisconsin's Kettle Moraine Forest. This retreat was supported by both military and civilian experts, to include Maj. H. Vernon McClearn, 3rd brigade chaplain, and "Center One," the USAREC team of psychologists led by Col. Linda Ross.

"This retreat provided a valuable opportunity for Soldiers and spouses dealing with the additional stressors of previous deployments," said Ross. "It allowed them to step away from recruiting for a short time, participate in guided discussions, and gain new perspectives on the issues they face."

Feedback from the field regarding this retreat continues to be extremely positive.

"This was a great event," said one recruiter who participated. "I saw a lot of buddies who I never thought would admit to having problems talking with professionals and getting the help they needed. I never thought I would see something like this program in USAREC."

"Since I've been back from Iraq," said another recruiter, "I've not felt as comfortable as I felt this weekend. It was great meeting other Soldiers who feel the same way I do about many issues." Ten recruiters' spouses also attended and received training.

"This retreat taught me great ways to handle my stress — and deal with my stressed husband," said one spouse.

The Crescent Moon Society's next retreat is planned for May 16-18 in Door County, WI. For this retreat, attendance will swell to include Soldiers of the Great Lakes battalion.

"Since the inception of the Crescent Moon Society," said Miller, "PTSD-related reliefs have decreased dramatically within our battalion. As leaders, it is our job to take care of our people. These retreats have been and will continue to be an important part of how we do business in the Milwaukee Recruiting Battalion."



**Reintegration Retreat Support Team, from l to r: Dr. Nicole Alexander, Center One physician; Col. Linda Ross, USAREC command psychologist; Capt. Emile Wijnans, Center One physician; Dr. Birgit Valdez, Center One physician; and Maj. H. Vernon McClearn, 3d Brigade chaplain. Photo by Susan Foreman**



# PaYS Enlistment Lands Soldier a Career

By Rodney Weibley, Tampa Battalion

**D**amien Sturdivant didn't know what he wanted to do when he graduated from Patterson Career Center in Dayton Ohio in 1999. So, like most young men with a natural desire to leave home, Damien decided to head for the mystical beaches of Florida. He landed in Clearwater Beach where he rented a time-share condo while working.

"Florida was great, but reality set in, rent was due and I realized I had to do something else," said Damien.

Jason, a friend of Damien's serving in the Army Reserve, convinced Damien to talk to his recruiter, Sgt. 1st Class Span, a Reserve recruiter at Kissimmee, Fla., station near Orlando. Damien, with his friend's help and encouragement, set up an appointment with Span.

"I liked everything Sgt. Span showed me, the benefits, the pay and I was ready to do something, so I agreed to join," said Damien.

Span made all the necessary arrangements to process Damien for enlistment.

"I didn't know what to expect at the MEPS the day I went, but I was excited and ready to join," said Damien.

When asked what influenced him in choosing the PaYS enlistment incentive program over other options, he replied, "The counselor was going over my choices with me and the PaYs program caught my attention. I was going to join and this was just extra as far as I was concerned."

Damien joined the Army Reserve in September 2006 as a human resource specialist and chose Bright House Cable Network as the company of choice for a shot at a future job.

After enlistment, busy with basic and advanced training, Damien did not really think much about his PaYS option until he returned home to Clearwater and began planning what his next step would be. It wasn't until Damien made contact with Bright House that he realized how his enlistment option would pay off for him. Damien requested an interview, guaranteed by his enlistment contract, and was hired as a customer service representative at the Bright House service branch in the Countryside Mall in Clearwater in June of 2007.

"As a company, we look for and want to hire people who have served in the Armed forces," said Joe Durkin, Bright House Senior Director of Corporation and Communication. Prior service Navy and a retired police officer of 25 years, Durkin went on as if reading from the PaYS briefing used to gain new PaYS partners:

"We want the discipline that comes with a Soldier. We can count on them to come to work on time; they are trustworthy and have leadership potential. They have a tremendous advantage over the average employee. Any company would benefit from hiring people who are responsible and hold core values."

Damien currently serves with the 912th AG located at the David R. Wilson Reserve Center in Orlando. His unit is scheduled to deploy in December for 400-plus days. When asked if

he felt confident that he would have a job with Bright House when he returned, Durkin replied, "He has a job when he returns, no matter how long he's gone. We will not fill his position with someone else, our current employees will pick up the slack, that's the least we can do for Damien, he's a good kid."

Damien showed his appreciation with a big smile. Damien has a humble way about himself that could easily be misinterpreted as shyness.

"I'm taking it a day at a time when considering my long term plans with Bright House," but says, "as it stands now, I love this job, the people are great and I want to work my way to the top but I must fulfill my military obligation and will serve my country first."



**Damien Sturdivant opted for the PaYS enlistment incentive when joining the Army Reserve, landing him a job with Bright House Cable Network.**

## For PaYS Soldiers — No Resume Could Mean No Interview

By John Spears, PaYS Marketing

Although the PaYS Program comes with the promise of an interview, many employers still require a resume before they will schedule an interview. Recently many of the Army PaYS partners have experienced a high number of Army Soldiers applying for their PaYS interview without a resume or with an incomplete resume.

Recruiters already prepare their Future Soldiers for all facets of their future Army service; adding the importance of having a resume and preparing for their job interview could mean the difference between an interview and a job. The PaYS interview may be the first time a Soldier has a need for a resume. Most Army Reserve Soldiers completing Initial Entry Training don't get the benefit of transitioning through the Army Career and Alumni Program, which helps Soldiers with resume building skills and interviewing techniques.

Recruiters can use Soldiers employed by their PaYS partners as influencers to talk with other applicants considering an enlistment in the Army. The importance of an Army Reserve Soldier interviewing and getting hired is not only a benefit to the Soldier and PaYS partner, but also a matter of retention for the Army Reserve units. With a fulltime job, Army Reservists remain in their units longer. The PaYS website contains helpful information for PaYS Soldiers. The ACAP website contains beneficial information to help all Soldiers prepare for a job interview.

Recruiters should ensure PaYS Soldiers have the knowledge to make them competitive during their job interview. Soldiers who are prepared when calling to schedule an interview with a PaYS partner make a positive first impression.

# Best of the Best

*Story and photos by Pearl Ingram, RJ Editor*

USAREC's Best of the Best recruiters learned how their voices could be heard at top levels in Recruiting Command during a conference in San Diego, April 2 to 5. One hundred fifty-three recruiters and 61 spouses attended the Best of the Best Conference and most visited the Army Strong Zone that was set up to familiarize the recruiters with advertising tools the command uses to produce leads. While recruiters asked questions about how leads were captured, spouses did push-ups in the fitness element, climbed the rock wall in a race with their recruiter spouse and careened the robotic tank through obstacles in the Strength of Technology element.

The Future Soldier Trainer was set up with operators on hand to explain the process of how it works. Some recruiters suggested that a permanent setup in the station would be ideal for Future Soldiers to use weekly, and it would also provide a way to bring in referrals. Several recruiters thought the setup for the FST was so difficult that even their IMOs were having problems. Others complained that at events, the FST tent turned into a sweatbox, making outside events impractical. However, one recruiter said he had written four contracts from leads received through the FST. Recruiters were advised to call 1-888-FST-0088 for step-by-step guidance with the computer setup.

In the recruiter breakout session, topics such as how to streamline the recruiting process were brought up. A suggestion was made to move the Entrance National Agency Check to recruiting station level. Other recruiters discussed the problems they were encountering with waivers. The turnaround time from each battalion seemed to vary, with some battalion waivers being returned within hours while others took days and sometimes weeks for approval. Recruiters felt that waivers should be returned in the same amount of time for all battalions. A 72-hour turnaround was suggested for all waivers and access to waiver logs granted so that a recruiter can check the status of each waiver.

"Nobody cares about our applicant more than us," said one recruiter.

A top suggestion from recruiters was to allow applicants to use calculators when taking the ASVAB test. Many recruiters said they thought the wording on the ASVAB was dated and that the wording no longer resonates with today's young men and women. Another idea was for arrangement of the MEPCOM and USAREC boundaries so that boundaries are the same in both commands.

Body fat standards for females and body fat measurements at MEPCOM brought up ideas to allow the command leadership teams to sign off on the measurements. A look into adjusting body fat standards for females was agreed by all to be helpful.



**Sheena Newell, spouse of Staff Sgt. Griffith Newell, Virginia Beach, Va., station, takes a climb on the rock wall during the Best of the Best conference in San Diego, Calif. Spouses were encouraged to attend the conference and express their views on family programs.**



# n San Diego

An additional recruiter breakout topic was how to improve Army Reserve production. One recruiter suggested that when attacking the Army Reserve mission that recruiters could get to know the 79Vs.

"They have more referrals than they can work," said a recruiter who had success working with the 79V in her area.

In the spouse breakout session, eyeglass insurance coverage was the first topic, while coverage for smoking cessation counseling came in a close second.

"Recruiting families should get all the benefits available to installation-based Soldiers," said Lisa Alston, a spouse from Raleigh, (N.C.) battalion who wanted to see smoking cessation classes made available to recruiting families.

Spouse Group 2 tackled making careers portable for spouses through the Career Advancement Accounts Program, which is testing in eight states. Group 3 wanted more benefits for Operation Military Child Care, a partnership between Department of Defense and the National Association of Child Care Resources and Referral Agency.

Few answers to complicated questions could be provided on the spot; however, questions and suggestions will be researched for implementation at a future date.



**Staff Sgt. Jean Gabriel, an Army Reserve recruiter at the Columbia, Md., station, requests battalions check the entire waiver packet before returning it to the recruiter. His last waiver took two months to complete due to the packet being returned each time an additional error was found.**

**(Below) Staff Sgt. Jonathan Linde, station commander at the Webster, (N.Y.) station, walks through the Army Strong Zone that was on display during the Best of the Best conference. Tanya Kesmodel, a Momentum representative, explains how the exhibit operators collect data for leads in the Strength in Action tour.**





# World Class Athletes

By Cathy Pauley, Sacramento Battalion

Students from four Sacramento-area high schools learned a slightly different meaning of Army Strong when the Army's World Class Athlete Wrestling Team took them to the mats in clinics and demonstrations, sponsored by Sacramento Battalion.

Head coach Staff Sgt. Shon Lewis — a Northern California resident — and assistant coach Staff Sgt. Bruce Robinson and their team came to the Central Valley over the course of 10 days. The coaches brought team members 1st Lt. Philip Simpson, a U.S. Military Academy graduate; Sgt. Jess Hargrave of Spencer, Iowa; Sgt. Oscar Wood of Gresham, Ore.; and Pfc. Willie Parks of Garden Grove, Calif. The World Class Athletes feature both freestyle and Greco Roman wrestling.

The World Class Athletes had stops at Turlock High School, Nevada Union High School, Casa Robles High School and the Center High School Wrestling Tournament. They also held a clinic for the freshman-sophomore wrestlers at the Foothill High School Wrestling Tournament Jan. 12.

The week ended on an Army Strong note, with a two-hour clinic Jan. 17, followed by the two-day Tim Brown Memorial Wrestling Tournament sponsored by the Army and Sacramento Battalion. About 70 kids attended the Thursday evening clinic, receiving demonstrations on techniques by the World Class Athletes. About 250 high school students who wrestled in the tournament had a chance to meet the Army wrestlers and hear about the World Class Athlete program and opportunities the Army has to offer.

The World Class Athletes issued a challenge on the final day of the tournament to anyone who thought they could take one of them down. "No one took us down, but they did a great job trying," Wood said.

Simpson's demonstration was credited for a win by one high school wrestler. "One of the kids I demonstrated a move to came back and thanked me," said Simpson, the all-time most winning wrestler in West Point history. "He said he used it and ended up winning in his weight class."

Sacramento Battalion likes to bring different programs to their high schools and community colleges so that students, faculty and the community can see different aspects of the Army.

"Most people don't hear about the Army's wrestling team," Robinson said. "Most people in the Army don't even know we have a team."



**1st Lt. Phillip Simpson, right, spars with Pfc. Willie Parks, during a demonstration Jan. 18 at Sacramento Memorial Auditorium, while Sgt. Jess Hargrave, far left, keeps time. About 250 high school students had a chance to meet the Army Wrestlers during the two-day tournament. Photo by Tommy Huynh**

This event was one of the biggest Sacramento Battalion has had in recent years. The six Army wrestlers came with quite an impressive résumé. Most recently, Simpson took a Gold Medal at the 2007 Armed Forces Championships; Hargrave placed 6th in the 2007 World Team Trials; Wood placed 4th in the U.S. National championship; and Parks took Silver at the 2007 Armed Forces Championships. Lewis was named 2002 and 2007 Greco Roman Coach of the Year and was head coach for the 2004 Olympic Team. He has two world champions under him. Robinson began his coaching career in 2005 where he helped coach the World Class Athlete Program to three consecutive national titles and three consecutive Armed Forces titles.

The World Class Athlete Wrestlers had a Class A meet Feb. 8 in Colorado Springs and from there, they prepare for the U.S. Olympic trials and ultimately the 2008 Summer Olympics.

"My goal is to make it on the U.S. Olympic team again and get a medal," Wood said. Wood was on the 2004 U.S. Olympics Greco Roman team and was a gold medalist at the 2004 Olympic Team Trials.

Coach Robinson also wants to get his guys on the team. Robinson not only has an impressive record as a wrestler and coach, but he has an impressive Army record, too. He has served in Korea three times and deployed to Iraq with the 3rd Armored Cavalry Regiment. Asked if he misses wrestling, Robinson said he does, but added, "It's good working with these guys. It sure makes my job easier."

Lewis said the World Class Athletes Wrestler program is the only program that has been consistent in putting athletes in the Olympics since 1992. And he is a big reason for that success. Lewis, with 18 years in the Army, wrestled for 10 of those years before taking over the program the past eight years.

"It keeps me in the sport," Lewis said. "It makes me feel like I am giving back to the sport when I see my guys accomplish their dreams."



# WW II Paratrooper Visits Afghanistan

By Ken Hall, Chicago Battalion

**I**t's been more than 65 years since 2nd Lt. James Megellas stepped off an Army Air Corps troop transport plane into the skies above Italy to face thousands of well-entrenched enemy troops. That was during World War II.

In December, 2007, retired Lt. Col. James "Maggie" Megellas, 90, again stepped off an Army aircraft — this time walking down a flight of stairs and onto the tarmac of Kandahar International Airport in Afghanistan to face American troops.

Megellas, the most decorated officer in the history of the 82d Airborne Division, wasn't loaded down with bullets but

## 62 Years Between Combat Patrols

In Afghanistan, the Fond du Lac, Wisconsin, native achieved a distinction only a handful of World War II veterans have achieved.

"As a platoon leader in WW II, I went on many patrols but nothing like the one I experienced in a humvee in Afghanistan," said Megellas. "Our Soldiers filled each vehicle, including a machine gunner in the turret. Afghan interpreters were with us and we were packed in tight quarters."

Megellas said that although the technology has vastly changed the effect of battlefield operations since World War II, the most important things remain constant.

"The quality of the men and women of today's armed forces is every bit as good as the men I fought with in WWII," he said. "We are cut from the same cloth. At Forward Operating Base Salerno and other bases I have visited overseas, I've found the same motivation and dedication to a cause that I knew in WW II."

## Tides of Victory

During September, 1944, Megellas' platoon led a cross-river assault during a daylight river attack on enemy fortifications a half-mile across the Waal River, the Netherlands, in small, canvas-sided beach landing crafts. After four hours of hand-to-hand combat with heavy casualties, Megellas and his men — many of them less than 20 years of age — were still victorious.

"We must never forget wars are fought and won by young men and women — many still in their teens, led by non-commissioned and junior grade officers," said Megellas.

"That's the way it was in WW II and it is still valid in today's high tech world and it has been our youth who have turned the tide of war to victory in the past, and who will turn the tide of war to victory today."

On Jan. 31, 2007, Congressman Thomas Petri of Wisconsin introduced a bill (H.R. 795) in the United States House of Representatives to authorize and request the President to award the Medal of Honor to Megellas for acts of valor on Jan. 28, 1945, during the Battle of the Bulge in World War II. The bill is presently in the House Subcommittee on Military Personnel under review.

Megellas was awarded more than 10 medals.



**Retired Lt. Col. James "Maggie" Megellas recounts conditions during World War II in Europe with pictures and stories of his battlefield journeys to Soldiers of the 82d Airborne Division at Forward Operating Base Salerno, December, 2007. Courtesy photo by Alexander Omhof, Market Garden Committee**

with books — several thousand copies of his Random House publication of his experiences during World War II titled "All the Way to Berlin: A Paratrooper at War in Europe."

"Although this was my second trip to Afghanistan, I found the same determination and drive to getting the job done," said Megellas of the American troops. "Just as in years past, they volunteer knowing the risks that are involved and accept it with a high level of spirit."

Megellas shared his battlefield experiences from World War II with members of the 82d and talked about his book and recent journey to Afghanistan in a live Web cast from the Pritzker Military Library.

# Taking Care of Your Family Means Taking Care of Yourself



Photo by Master Sgt. Brenda Benner

By Jack Nix, Family Advocacy Program manager

**R**ecruiter, the most important thing you can do for your family is to take care of yourself. The long hours and pressure to fulfill your mission to bring young men and women into the Army sometimes takes priority of taking care of yourself — if you allow it to do so. You cannot be the best recruiter, Soldier, spouse and parent if do not take care of yourself.

The Army Medical Department Command developed the Medical Protection System to track all immunization, medical readiness and deployability data for all Active and Reserve components of the Army as well as DA Civilians, contractors and others. It is a powerful tool allowing the chain of command to determine the medical and dental readiness of individuals, units, and task forces. Commanders and medical leaders at various echelons are responsible for the use and implementation of MEDPROS to measure their unit/individual medical readiness status.

The comprehensive medical readiness data includes all medical and dental readiness requirements in accordance with Army Regulation 600-8-101 — “Personnel Processing (In-, Out-, Soldier Readiness, Mobilization and Deployment.” They include immunizations, permanent physical profiles/duty limitations, eyeglasses/inserts, blood type, medical warning tags, personal deployment meds, pregnancy screening, DNA, HIV and dental status among other data elements. Some data is automatically captured from central Army source systems. Other data is manually input into the MEDPROS mainframe by designated personnel with access to MEDPROS.

You must take action to maintain your medical and dental readiness. While USAREC is not a deployable unit, we do have

Soldiers selected to deploy with other units. Your medical and dental readiness is not only important to the Army — it important for your general well-being and your family. Take care of your basic medical and dental needs, then report them to your company or battalion MEDPROS point of contact.

You must also take steps to ensure your family’s medical and dental needs are being met. The first and most important step is to ensure your family members are enrolled in the Defense Enrollment Eligibility Reporting System. DEERS is a computerized database of military sponsors, families and others worldwide who are entitled under the law to TRICARE benefits. DEERS registration is required for TRICARE eligibility.

Active-duty and retired service members are automatically registered in DEERS, but they must take action to register their family members and ensure they are correctly entered into the database. Errors in the DEERS database can cause problems with TRICARE claims, so it is critical to maintain your DEERS information.

Beneficiaries can verify their DEERS information by contacting their Battalion Soldier and Family Assistance Program Manager, TRICARE regional contractor, local TRICARE service center or the nearest uniformed services personnel office (ID card facility). Sponsors or registered family members may make address changes; however, only the sponsor can add or remove a family member from DEERS, and proper documents are required such as a marriage certificate, divorce decree and/or birth certificate. There are several ways beneficiaries can update their DEERS information.

No one can take better of you and your family than you! Take the necessary steps to get regular medical and dental care for yourself and your family.



# Tools Identify Soldiers' High-Risk Behavior

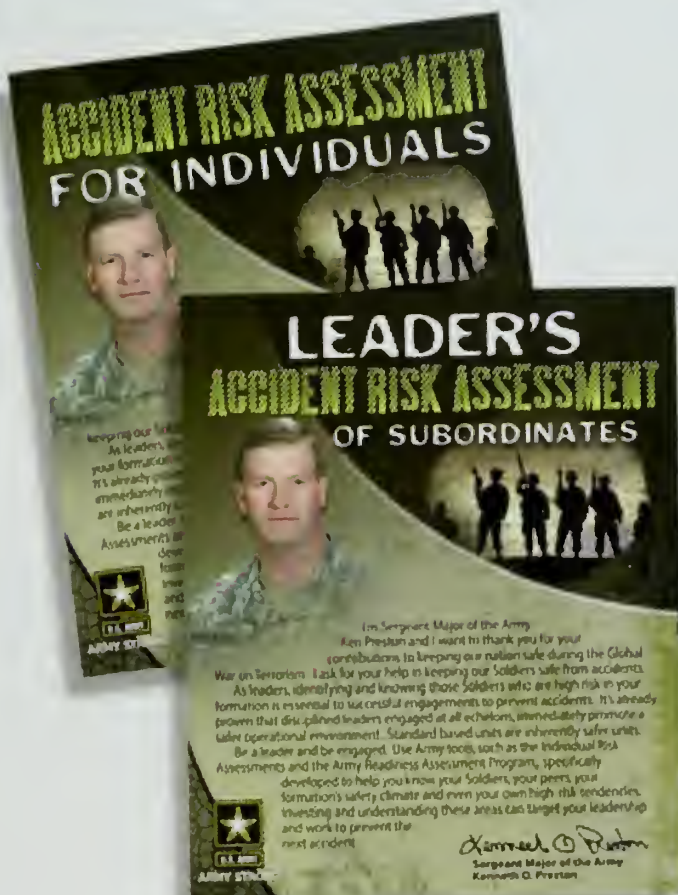
*U.S. Army Combat Readiness and Safety Center*

Army officials recently released two innovative tools designed to determine a Soldier's accident potential.

The Accident Risk Assessment for Individuals allows Soldiers to determine their level of risk, while the Leader's Accident Risk Assessment of Subordinates allows supervisors to assess their subordinates' level of risk. The tools promote interaction between Soldiers and their first-line leaders, the most effective risk assessment and risk mitigation tool our Army employs.

"As leaders, identifying and knowing those Soldiers who are high risk is essential in preventing accidents," said Sgt. Maj. of the Army Kenneth O. Preston. "Disciplined leaders engaged at all echelons immediately promote a safer operational environment."

Based on extensive research, the U.S. Army Combat Readiness and Safety Center reports that human error is the largest single component of Army ground, aviation and off-duty accidents, accounting for 80 percent of mishaps. The majority of findings in accidents investigated and reviewed by the USACRC include indiscipline, complacency, overconfidence and lack of training.



"We know, through all the accident data processed by the USACRC, that the engagement of leaders provides a direct, positive impact in the reduction of accidents caused by human error," said Brig. Gen. Bill Forrester, director of Army safety and commanding general of the USACRC. "Our goal is to use these assessment tools to raise awareness within our formations of who is our next accident victim."

The Accident Risk Assessment for Individuals is a self-awareness tool for use by every Soldier at every level within the Army. Upon completion of the assessment, safety officials are confident that Soldiers gain an enhanced comprehension of factors responsible for accidents.

"This tool will give Soldiers better awareness of previously identified high-risk events, empower them to assess their own activities and offer suggestions to adjust their actions to decrease the potential for disaster identified by the assessment," said Forrester. "As always, the chain of command remains integral in the process and can mentor Soldiers with more difficult factors."

Using the Leader's Accident Risk Assessment of Subordinates, leaders have the knowledge to assess the risk level of their Soldiers, said Preston.

"First-line leaders know of the day-to-day events and stressors that affect the way their Soldiers perform," Preston added. "The Leader's Accident Risk Assessment of Subordinates serves as a catalyst for honest, frank discussion with individuals who you have identified at risk for an accident."

Visit the USACRC Web site at <https://crc.army.mil/riskassessments> to download and learn more about the assessments.

## Milan Express, Latest PaYS Partner

Story and photo by Lee Elder, Nashville Battalion

A west Tennessee trucking firm has had a long-standing relationship with the military dating back to its founding in 1969 by a former Marine.

Milan Express Trucking further cemented that relationship on Feb. 14 when it officially became the Army's latest Partnership for Youth Success partner. The formal agreement was signed in a ceremony at the firm's headquarters by its president, John Ross, and Lt. Col. Samuel Williams, Nashville battalion commander.

"We look forward to being part of this partnership," Ross said. "This will be our way of helping young people make the transition after they serve in the military."

Ross' father, Tommy, a former Marine, started the company with one tractor, one straight truck and two trailers, serving the 87-mile route between Milan and Memphis. It has now grown to a firm with 1,800 employees in 37 locations covering 13 states and earning \$168 million in 2006.

The younger Ross said Milan Express has always supported the military. He said two of the company's employees were now serving in Iraq while others had served in the Global War on Terror in past years.

The elder Ross was one of a number of company employees who attended the ceremony. He now serves as the firm's chairman of the board.

Williams said the Army was pleased to be working with a family-owned company "that shares the Army's values."

Williams said the Army was being challenged to fulfill its current recruiting mission. Partnerships like this are vital to help recruiters keep the Army's numbers at full strength.

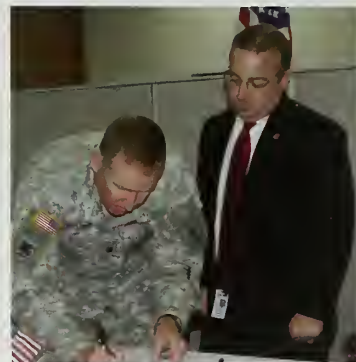
Milan Express first explored the possibility of a partnership last year. David Dallas, director of the company's transportation services division, read about the PaYS program last year in a trade magazine.

"It seemed to work well with the other company," Dallas said. "It seemed like something we ought to do as well."

The firm is one of Milan's largest employers. The city lies just west of Jackson, Tenn.

The city's Vice Mayor, Ed Whitby, was among local officials who witnessed the ceremony. A World War II veteran who fought in the South Pacific, Whitby said he was pleased with the new agreement.

"I'm proud of Milan Express," he said. "We go back a long ways, and I think this is a great thing for them and the Army."



Col. Samuel Williams, Nashville battalion commander, signs for the Army at the PaYS ceremony while Milan Express President John Ross looks on.



Before and after photos of Future Soldier Mark Forbes last year at 270 pounds and at a stealth 200 pounds at his recent swear-in at the Chicago MEPS.

## Army Applicant Drops 73 Pounds

By Michael Scheck, Chicago Battalion

Army applicant, now Future Soldier, Mark Forbes had wanted to join the military since he was a little boy. After high school he tried to enlist in the Marine Corps, but a medical issue kept him from his dream.

Fast forward 20 years, 73 pounds lighter, Army Pvt. Mark Forbes is set to ship out to basic training in mid-July.

Forbes had worked for the past 14 years as a plant manager but soon realized that his employment options were severely limited, until he reconsidered military service after an interview with Staff Sgt. James Spitzley of the Carpentersville, (Ill) station.

All recruiters learn early on that the law of averages is against them when dealing with an overweight applicant. Spitzley says his fellow recruiters thought he was wasting his time with Forbes. Spitzley never doubted Forbes' commitment to losing the weight.

"Mark was always at the YMCA working out. He was doing two a day toward the end, and he always made his weigh-ins at the office. He's even lost more weight since he's been a Future Soldier," said Spitzley.



## Actor Enlists in Army Reserve

*By Emily Gockley, New York City Battalion*

Popular television series actor Chad Luther Coleman of “The Wire” enlisted in the Army Reserve March 4, at the New York military entrance processing station on Fort Hamilton. He portrays Dennis “Cutty” Wise in the HBO Series.

Coleman is a prior service Soldier who served on active duty from May 1985 to May 1989. Prior to his recent enlistment, Coleman completed his basic training, advanced individual training and the audio/television specialist course at Fort Leonard Wood, Mo. He received the Army Commendation Medal and the Army Good Conduct Medal.

Coleman has chosen motor transport operator as his new military occupational specialty.

Coleman is a native of Richmond, Va., and is married to the former Sally Ann Stewart. They have two children, Chad and Malcolm.

Coleman appeared in the feature films: “Brother to Brother,” “The End of the Bar,” “Monday Night Mayhem,” “Revolution #9,” “The Gilded Six Bits,” “Saturn and New York Cop.” He has appeared in the television shows: “The Wire,” “Law and Order: Special Victims Unit,” “Third Watch and Law and Order.” Coleman was recruited by Sgt. 1st Class Milton Henry of Flatbush station in Brooklyn, N.Y.



**Actor Chad Luther Coleman with his recruiter, Sgt. 1st Class Milton Henry of Flatbush station, Brooklyn, N.Y. Photo by Michael Campbell.**

## All in the Family

*By Andy Entwistle, Albany Battalion*

Lindsay Hardin doesn't always follow her brothers' lead, but she knows when they have a good idea. On March 19, the day her older brother, James, 20, shipped for basic training at Fort Benning, Ga., 19-year old Lindsay enlisted as a military police officer. She not only followed James, but also her brother Jarrod, a 17-year old junior who last November enlisted in the Army Reserve as a combat engineer. Lindsay shipped to Fort Leonard Wood in April; Jarrod will follow in June.

All three enlisted through Albany Battalion's Newton, NJ, station. Staff Sgt. Robert Butler enlisted the two brothers, beginning with Jarrod in November, 2007.

“I had actually been working with James first,” said Butler, “but he was considering other options. He felt it would be a

good deal for Jarrod, though, so one day he brought him along.”

Jarrod liked what he heard and became the first Hardin to enlist. James was still on the fence when he brought Lindsay to an appointment. She, too, began considering enlisting. Shortly afterward James selected an active duty enlistment in the infantry, leaving only Lindsay still undecided. She brought in her best friend, Kyla Richards, and the pair talked it out with Sgt. 1st Class Victor Rivera, a detailed recruiter in his first month on production.

“She asked if they could go together,” said Rivera, “so I explained the buddy option. They liked that; it let them be each other's support system.”

Lindsay's enlistment completed the circle and made local headlines, with the local paper interviewing the Future Soldiers and their parents, Karen and Jim. Although neither parent served in the military, both were proud. Mrs. Hardin told the Herald, “I'm happy they have the independence to go out there and live their lives the way they want to.”

Butler, who knows the trio best, describes them as “a close-knit family but they still do their own thing.”

It seems clear in this case that serving their country and securing opportunities for their futures are things that all three can agree on.

**Karen and Jim Hardin pose with their daughter and two sons, who have all enlisted. Front, left to right, Jarrod, Lindsay and James. Photo by Capt. Dan Tower**



## Army Medics Educate Charlotte Students In Warfare Trauma

*Story and photo by Maj. William Ritter,  
Army Reserve Medical Command*

Army Reserve Soldiers showed more than 150 students from the Phillip O. Berry Academy of Technology how Army medics work on the front lines, during the school's medical career day.

The Berry Academy invited the Army to participate in their third annual career day, held on March 15, to give students first hand knowledge of the medical careers that are available in the Army.

Ten Soldiers from the Army Reserve's 874th Forward Surgical Team, Fort Jackson, S.C., set up hospital tents outside the school and treated the "casualty" role players in the facilities. Students were able to watch the life-saving techniques and ask questions of the seasoned military medical professionals.

Army Reserve Maj. Donald Reis was one of those professionals.

"The military has gotten me to where I am today," he said. "I've been in the medical field since 1980, when the Air Force Reserve trained me as a surgical technician. From that training, I was able to secure a job in the civilian sector. They also provided me with tuition assistance," said Reis.

"When I received my commission from the Army Reserve in October 1989, they too helped me further my career and education," he added.

According to Reis, "It was important for me to be here today, so I could share my personal experience with the students. They need to be aware of what the Army Reserve can do for them educationally, financially and career wise."

To help the students understand those opportunities better, Capt. Scott Schmidt, an Army Medical Recruiter in North Carolina, set up a display near the tents of the 874th. Schmidt and two recruiters were available to answer specific questions.

"We are planting the seeds of tomorrow," said Schmidt. "Some of these students are out of our demographic range today, but if they like what they see here, they'll remember us tomorrow."

One of those students of tomorrow is ninth grader Patrick DeLoach. He is part of the Berry Academy's medical curriculum and wants to be a radiologist after he graduates.

He volunteered to be a casualty so he could earn time toward Berry's community service requirements, but he also wanted an opportunity to talk with Army medics.

"My father is in the Navy, and I am starting JROTC (Junior Reserve Officer Training Corps) classes next semester, so I wanted to participate in the career day to talk to the doctors first hand and hear what it is like as an Army medic," he said.

After Soldiers of the 874th treated their "patients," unit members joined Schmidt in the induction of the Army's newest nurse.

Keesha Abarca, a recent graduate of Duke University's nursing program, took her oath as an Army officer.

"I joined the Army Nurse Corps because I wanted to do more than I can do at a local hospital," said Abarca. "I wanted to travel the world and help people all around the globe."

The new second lieutenant is awaiting orders to report to officer basic school for medical officers.

In addition to the 874th FST, the Charlotte Fire Department and local paramedics took part in "rescuing and treating" the casualties.



**Keesha Abarca, a recent graduate of Duke University's nursing program, takes her oath as an Army officer. "I joined the Army Nurse Corps because I wanted to do more than I can do at a local hospital," said Abarca. The new second lieutenant is awaiting orders to report to officer basic school for medical officers.**



## A True American Hero

By D. Charone Monday, Columbus Battalion

Columbus (Ohio) battalion was honored recently when its Ultimate Fighting Championship “Weigh-in, Q&A, and Pre-fight Party” event included Silver Star recipient Sgt. Tommy Rieman.

Rieman, who received a standing ovation during President Bush’s State of the Union address and is scheduled to appear in *People* magazine, is a true American hero and a big fan of the UFC.

As a young man from rural America, Rieman received the Silver Star during Operation Iraqi Freedom when he distinguished himself by acts of conspicuous gallantry and courage under fire.

In 2003, as an assistant team leader for Echo Company, 51st long range surveillance team, Rieman found himself under heavy fire during a mission south of Baghdad. After being hit by fragments of an IED, he positioned himself to shield the unit’s 50-caliber machine gunner. While shielding the gunner, he began to return fire. During the firefight, Rieman sustained a severe bullet wound in his chest and another bullet wound in his arm.

Rieman continued to fight until his unit was safely out of the enemy kill zone and off the main road. At that point, he checked on his men and set up a casualty collection point and defensive perimeter. While waiting for the wounded to be evacuated, Rieman and his unit again came under heavy enemy fire.

Though severely wounded, Rieman returned fire and directed supporting machine gun fire until the enemy was ultimately silenced. Throughout the action he refused medical attention until he had coordinated the movement of his injured team members and had secured the area.

When asked how he felt about receiving the Silver Star, Rieman replied, “It’s about my team, not about me. Though I was honored that they recommended me for the award, in the bigger picture, it’s about the Army. I’m no Audie Murphy... but the Army needs to put a face on what the military stands for.”

After receiving his award, Rieman was approached with becoming a spokesperson for the military. He saw this opportunity as a great way to share the values he had learned as a Soldier and to help the Army’s recruiting efforts.

Since then, a “Rieman” action figure was developed to complement the video game “America’s Army.” These tools, along with his approachable nature, help him bridge the “credibility gap” with possible Future Soldiers. According to Rieman, “The recruiters are often viewed by the kids in

high school as the enemy, but once they hear my story, I’m viewed as one of them.”

Everywhere he goes, the youth of America are moved by his story and his patriotism. Often asking what it feels like to be shot, these same youth seek his autograph, ask to have their picture taken with him, and genuinely see him as a hero.

According to Rieman, “I would most like to change the minds of people who are negative about the military. Though most of the public is very supportive of the Soldier, they just don’t support the politics.”

### And what about the UFC event?

Rieman, who was there to present an Army prize pack to one lucky winner, once again received a standing ovation as Dana White, president of the UFC, related his heroic story to the more than 800 in attendance.

In conjunction with the event, the UFC conducted an online contest for another Army prize pack. The prize pack included an autographed glove and poster signed by UFC middle weight fighter Dan Henderson, a Rieman action figure, an “America’s Army” game, an “America’s Army” T-shirt, and a phone call from UFC president, Dana White.

In just one week, the online contest generated more than 9,500 entries. It’s estimated that more than half the entries will turn into solid leads for Army recruiters throughout the U.S.

In parting, Rieman stated, “I think the UFC is the greatest sport ever because it’s one where no one decides who wins but the fighter. They battle it out and it’s a war when they go in there. They train just like we do and are the greatest athletes in the world ... just like we are the greatest Army.”



Sgt. Tommy Rieman poses with UFC Heavyweight Champion, Minotaur Nogueira, during the Future Soldiers pre-fight party. Photo by Donald Herth

## Army Educational Outreach Marks 3rd Year

By Lindy Dinklage, Army News Service

While the Army has supported various educational programs for more than 50 years, it was just three years ago that it brought its resources together to offer programs that reach students from across the globe — from kindergarten to a career in math or science.

The students gain hands-on experience they can't get anywhere else, said Dr. John Parmentola, the Army's director for Research and Laboratory Management.

"It's estimated we reach 150,000 students across the nation per year through AEOP," Parmentola said.

There are two primary reasons why the Army invests in educational outreach, Parmentola explained. The first is to give something of value back to the families across America who have given their sons and daughters in defense of the nation.

The second reason is to inspire youth to be engaged in science, mathematics and engineering, he said, so someday some of them may decide to work in an Army laboratory, or join the Army with an understanding of how technical fields support the Army's mission.

To accomplish these dual objectives, the Army provides speakers for classroom lessons, organizes after-school programs and summer camps, supports various competitions offering prizes, and offers competitive summer internships, scholarships and fellowships.

The Army's reaching out to America's youth to promote mathematics and science makes perfect sense, said Vallen Emery, Outreach program manager for the Army Research Laboratory.

"We're building a pipeline to get students re-engaged and re-energized," Emery said. "The Army has a major role in national security, and it needs U.S. citizens in its laboratories. It needs to grow."

The past few years have been a time of huge change in Army educational outreach, Emery said. Students are now

recruited into science and technology programs at an early age, and the Army offers continuing opportunities that support their pursuits in mathematics and science from the cradle to the laboratory.

"We're going more and more national instead of regional," said Emery. "The programs now have a reach across America, and we're working to incorporate other Army elements, such as the National Science Center, and West Point."



**Students with the UNITE program at the University of New Orleans work in the science lab. UNITE is a summer program that encourages students to pursue a college education in engineering.**

The end goal of all of these programs is to instill a lifelong love for science, technology and engineering, and help fill the laboratories and research centers in the future, according to program directors.

"It gets the kids engaged and gives them something they can sink their teeth into," said Leonard Huskey, associate for Corporate Programs at the Army Research Laboratory and a volunteer with the FIRST Robotics program. Huskey mentors students in an Army-sponsored club in Baltimore, one of three teams with which the laboratory has a relationship.

"They could come to work for us later, or they could work in the private sector supporting the Department of Defense," said Huskey. "We're working the pipeline of engineering and science talent for the nation."

FIRST (For Inspiration and Recogni-

tion of Science and Technology) Robotics is a high-school program where students design and build a robot with particular characteristics and abilities, and then compete in national and regional competitions. The Dunbar High School program was organized in 2005, and Huskey has been working with the students ever since.

"I did not know anything about robots before I joined this program," said Jasmin Johnson, a 10th grader from Dunbar High School who participates in the FIRST Robotics program. The program has taught her about math and science, as well as opening the door to a career she may not have considered.

"I find these jobs very interesting and fun, although it may be challenging at times," said Johnson. "I believe that the reward of your success over-shines the challenges that are presented for you to solve or complete."

Inspiring students to explore new opportunities is just one of the end

results of the Army Educational Outreach Program. The relationship between the students and their Army advisors is also key to the program's success.

The Army seeks to set up technology and science-related partnerships where Army experts and mentors can pair with students to strengthen math and science education, said Huskey. The relationship between students and mentors extends so far that Huskey and other mentors are helping students get into college programs for technology and engineering.

The advice of mentors, combined with scholarships and competition dollars, help interested students get the math, engineering and science skills they need to succeed. For information on programs offered, resources available or to become a mentor visit [www.usaeop.com](http://www.usaeop.com).

(Kayla Overton, Army Public Affairs, contributed to this article).



## New SRAP: More Combat Vets to Bolster Recruiting

By Carrie McLeroy, Army News Service

The Army announced that a test of the Chief of Staff of the Army Special Recruiter Assistance Program will begin in May.

The pilot program differs from the current SRAP in two ways, officials said. Currently Soldiers volunteer for special recruiter assistance in a funded Temporary Duty Status upon their return from either Iraq or Afghanistan. The Chief of Staff of the Army's SRAP pilot will require commands to select and screen candidates. Second, under the CSA-SRAP pilot, Soldiers' spouses are authorized and encouraged to accompany them on invitational travel orders.

SRAP was developed to give qualified Soldiers returning from Operations Iraqi Freedom and Enduring Freedom the opportunity to tell their stories to local communities throughout the U.S., while supporting the Army's recruiting efforts.

"This is a two-for-one opportunity," said Alphonso Green, Army G-1 Enlisted Accessions Branch. "It gives Soldiers time back in their local communities and a chance to provide personal accounts of the successes occurring in theater."

Candidates must be enlisted Soldiers (staff sergeant or below) or officers (captain or below), and must have redeployed back to the U.S. within the past 7-12 months. They must also meet Army height and weight standards and be available to return to a designated recruiting battalion, usually in or near their hometown, to assist with recruiting efforts.

Soldiers may claim reimbursement for travel expenses and per-diem allowance (for themselves) for the period of temporary duty, which ranges from 14 to 30 days. Spouses are authorized travel costs only.

Once a command has selected candidates, its selections will be forwarded to the Recruiting Command, where they will undergo a screening process. Upon acceptance into the program, Soldiers will report to a designated recruiting station or company for duty. They are required to work 40 hours per week for the station or

company and use their ability to relate to friends, family and other community members to generate as many recruiting leads and enlistments as possible.

Green said the special duty is their chance to enlighten people about the Army and highlight their experiences. He added that in most cases, the American public, as well as prospective recruits, hold Soldiers in high regard and will listen to what they have to say.

"Who better to tell the Army story than a person who's actually been on the front lines and seen how it operates firsthand?" he asked. "Not all their stories will be great, but they can talk about the good things that are happening in theater."

In addition to recruiting duties, participants will also be asked to discuss the Army with members of the Future Soldier Training Program and speak to organizational groups, the news media and at various recruiting events.

Soldiers on CSA-SRAP duty are eligible for awards and recognition from

the local community and recruiting command and can also receive a referral bonus as part of the Referral Bonus Program for providing qualified referrals. If referrals enlist, commence Basic Combat Training and complete and graduate from Advance Individual Training or One-Station-Unit Training, the CSA-SRAP Soldier will receive a \$2,000 referral bonus.

Officials said the pilot program is being rolled out to help the Army address a key strategic issue: sustaining the all-volunteer force. They added it also promotes force expansion to meet national security needs, changing threat environments and global commitments in an era of persistent conflict.

By sustaining the force and growing the Army, officials said Soldiers in the CSA-SRAP will play a key role in reducing stress on Soldiers and their families caused by things like frequent deployments.

The existing volunteer-fed SRAP will remain in place, officials said, guided by standing regulations. Information regarding CSA-SRAP is available at [www.2k.army.mil](http://www.2k.army.mil).



**Secretary Recognizes Best Recruiters and Career Counselors:** Staff Sgt. Gary W. Norris, Sgt. 1st Class Gregory Witzleb, Sgt. 1st Class Sherri M. Roundtree, USAREC RA Recruiter of the Year; Sgt. 1st Class Ricky L. Webb, USAREC AR Recruiter of the Year; Sgt. 1st Class Ricardo Ramos Lopez, and Sgt. 1st Class Brad A. Bond, Army National Guard Recruiter/Retention Noncommissioned Officer of the Year were all honored during the 2007 Secretary of the Army Career Counselor and Recruiter of the Year Awards, March 26 at the Pentagon. Secretary of the Army Pete Geren hosted the ceremony. Photo by C. Todd Lopez

## ROTC PaYS Program Begins Operation

By Paul Kotakis, Cadet Command

Participants in the ROTC program are on the fast track for future employment with one of America's premier transportation corporations.

In a ceremony February 7, Schneider National, Inc. became the first U.S. corporation to enter into an agreement for the establishment of a Partnership for Youth Success (PaYS) program involving Army officers.

"We modeled the ROTC PaYS program on the highly successful program that has already been in place for some time through Recruiting Command for enlisted Soldiers," said Maj. Gen. W. Montague Winfield, the commanding general of Army Cadet Command.

"This program benefits everyone concerned. Schneider National will have the opportunity to interview and potentially employ graduates of our program who have leadership skills that we have helped hone to a razor's edge. And our graduates will have the opportunity to

compete for great management positions within a corporation that has a proven record of success. Our partnership with Schneider National is just the beginning of where we hope to take the ROTC PaYS program"

The agreement through which Schneider National became the first corporation to enter into a PaYS agreement with ROTC was signed in a ceremony in Hampton, Va.

Lt. General Benjamin C. Freakley, commanding general of Accessions Command, was the senior leader present. Representing Schneider National were Rob Reich, senior vice president of Enterprise Recruiting, and Jack Copeland, director of Recruiting Operations. Also present for the event from Schneider National was Kim Thill, Leadership Recruiting Operations officer.

Both Reich and Copeland are veterans of military service. Reich was commissioned through the Army ROTC program and Copeland is retired from the Air Force.

In remarks to an audience of nearly 150, Winfield stressed that this partner-

ship with Schneider was to be first of many that will be forged between Cadet Command and corporate America. He also congratulated Cadet Gary Shouts, who is the first ROTC Cadet to use the program. Shouts cites the influence of his father, a retired chief warrant officer, as part of his motivation for participating in the ROTC program. Additionally, both his brothers earned their commissions after completing the ROTC program.

According to Reich, Schneider National has long been associated with members of the armed services. Al Schneider, the founder of the firm originally staffed the company with friends from the National Guard. Reich noted that his company seeks out those who have a military background as employees. Among the reasons are the professionalism, maturity and leadership skills. More than 22 percent of employees of the company are military veterans.

Attendees had the chance to take a look at "Ride of Pride," a patriotically decorated truck owned by Schneider National. Operating the vehicle was Lowell Wilderman, a retired Navy veteran who has been an employee of Schneider National for 17 years. Special placards were displayed on the vehicle noting that Schneider National has joined with Army ROTC in the PaYS initiative.

"Today's ceremony is only the beginning of what we plan to do in the ROTC PaYS program," said Capt. Shannon J. Peck. As the program manager for the ROTC PaYS, Peck said that the command has gathered 10 more corporate partners with 5,000 jobs potentially available.

"By the end of 2008 we plan to have, at a minimum, jobs available in each of the 50 states with a goal of at least one partner company in each state and territory."

Information about the ROTC PaYS program is at [www.army.pays.com](http://www.army.pays.com).



Rob Reich, left, and Maj. Gen W. Montague Winfield, the Commanding General of U.S. Army Cadet Command, sign contracts inaugurating the first PaYS program involving Army officers.



# Gold Badges

## MARCH 2008

### 1ST MRB

SSG Nicholas Grasso  
CPT Michael Cox

### 3RD MRB

SFC Sherrick Cunningham

### ALBANY

SSG Robert Butler  
SSG Wayne Magill Jr.  
SGT David Alves  
SGT John Holt  
SGT Ryan King  
SGT Jon Pedersen  
SGT Brandon Spence

### BALTIMORE

SFC Charles Benbow  
SFC Cynthia Caballero  
SFC Baron Jenkins  
SFC Tyrone Seabrook  
SSG Joshua Donnell  
SSG Kevin Goodrow  
SSG James Hermanns  
SSG Jason Perfetti  
SSG Michael Pitts  
SSG Elisha Watkins  
SSG Chad Wright  
SGT James LaFosse  
SGT Adrian Russo  
SGT Anthony Tuccio

### BATON ROUGE

SSG Roberta Thomas  
SSG Lavell Finch  
SSG David Seda  
SSG James Woodard  
SGT Wesley Broussard  
SGT Christopher Johnson

### CHICAGO

SFC Michael Stoddard  
SSG Steven Goodwill  
SSG Sandra Berry  
SSG Gregory Thurman  
SGT Michael Damato  
SGT Raymond Jackson  
SGT Brandon Meredith  
CPL Wilmer Moraidrovo  
CPL Joseph Murphy

### CLEVELAND

SSG Adam Pugh



SGT Benjamin Gorrell  
SGT Travis Repass  
CPL Kevin Endlich

### COLUMBIA

SFC Pamela Dickens  
SSG Jemel Phynon

### COLUMBUS

SSG Ronald Darby  
SSG William Howard  
SSG Roger Johnson  
SSG Benjamin Kies  
SGT Shane Smith

### DALLAS

SFC Aaron Calmes  
SSG Isaac Bray  
SSG Richard Humberton  
SSG Allan Lyson

### HOUSTON

SFC Bobby Dykes  
SFC Reginald Gee  
SFC Dondi Humphrey  
SSG Mariangelly  
Camachosantana  
SSG James Davis  
SSG Aaron Given  
SSG Jason Greer  
SSG Wesley Mahon  
SSG Joshua Paulette  
SSG Derrick Roberts  
SSG Jimmy Williams  
SGT Joel Creamer  
SGT Joseph Medina  
SGT Ricardo Monteagudo  
SGT Anh Nguyen

### KANSAS CITY

SSG Andrew Reeves  
SSG Brian Holzmark

### LOS ANGELES

SFC Floyd Harris  
SSG Jossie Aviles  
SSG Joseph Meyer  
SSG David Ngo  
SSG Steven Redondo  
SSG Anthony Torres  
SSG Eric Wroblewski  
SGT Christopher Gonzalez

### MONTGOMERY

SFC Kirk Caylor  
SSG Francis Baker  
SSG Frances Dumas  
SSG John Goguen

### NASHVILLE

SSG Elthea Hall  
SSG Stephen Roberts  
SGT Andrew Richards

### NEW ENGLAND

SSG Gregg Harlow

### NEW YORK CITY

SFC Julian Miranda  
SSG Alejandro Campos  
SSG Wanda Colonrodriguez  
SPC Johnny Delgado

### OKLAHOMA CITY

SFC Daniel Santiago  
SSG Aaron Fillmore  
SSG William Kennedy  
SSG Michael Lowery  
SSG Publio Pena Jr.  
SSG William Rounds Jr.  
SGT Eric Petty  
SGT Justin Trivitt

### PHOENIX

SFC Diana Goodwin  
SFC Michael Walker  
SSG Yuntan Craig  
SSG Virgilio Gutierrez  
SSG Alfredo Hurtado  
SSG Sabrina Lindahl  
SGT Tara Begley  
SGT Timothy Hunter  
SGT Mark May  
SGT Benjamin Nogler

### SAN ANTONIO

SFC Alfredo Gracia  
SFC Kenneth Johnson  
SSG Kenneth Griswold

### SEATTLE

SGT NATHANIEL COSSANO  
SGT Alexandra Miller

### SYRACUSE

SFC Troy Koerner  
SFC Corey Thompson  
SSG Juan Mateo  
SGT James Bill  
SGT Michael Borawski  
CPL Duncan Grant

### RALEIGH

SSG Jason Cavett  
SSG Andrew Hutchinson  
SSG Jawara Middleton  
SSG Matthew Newberry  
SSG Tyrone Saunders

### ST. LOUIS

SSG Shawn Lotz  
SGT David Douthwaite  
SGT Frank Munroe  
SGT David Wilson

### TAMPA

SFC Monica Adams  
SFC Allan Schulman  
SSG Patrick Antoine  
SSG Matthew Bergman  
SSG Jacqueline Channer  
SSG Casey Clark  
SSG Jason Minucci  
SSG George Walls  
SGT Damian Maldonado  
SGT Juan Mercado  
SGT Orane Parkins  
CPL Nicholas Bowie

# Rings



## MARCH 2008

### 1ST MRB

MAJ Joseph Kline  
SFC Santiago Cuellar Jr.  
SFC John Montclair

### ALBANY

SFC Paul Echols  
SFC Donald Frederick

### ATLANTA

SFC Barbara Harrow  
SSG Teela Bogan

### BALTIMORE

SSG Derrick Haynes  
SSG Lindsey Miranda

### CHICAGO

SFC Eric Conway  
SFC Stacy Muse  
SFC Israel Oros  
SFC Casey Sorensen-Kindt  
SSG Brandon Baker  
SSG Brian Blackmore  
SSG Gilbert Morales  
SSG John Reyes

### CLEVELAND

SFC Philip Cianchetti  
SFC Duane Schrier  
SSG John Ball  
SSG Scott Fredericks  
SSG Nick Todich

### COLUMBIA

SFC Sadie Straughter  
SSG Stanisla Kapilevich

### COLUMBUS

SFC Keith Dodley  
SFC Neftali Santiago  
SSG Larry Ashley  
SSG Larry Dickerson  
SSG Craig Harman  
SSG Eric Scheck

### DALLAS

SSG Blake Wilson  
SGT Robert Cotner

### DENVER

SFC Gregory Boudreaux  
SSG Keith Smith

### DES MOINES

SSG Alexi Kelley

### FRESNO

SSG Marcus Harvey  
SSG Manuel Reyes Jr.

### HOUSTON

SFC Nadia Carter  
SFC O'Neil Edwards  
SFC Robert Pierrefacques  
SSG Jonathan Fake  
SSG Carlos Guerro  
SSG Jose Perou  
SSG Justin Turner  
SSG Tyraka Dixon  
SSG Damon Lindsey  
SGT Randall Aki  
SGT Orlando Bennett  
SGT Bernardo Chavez  
SGT Keith Garvin  
SGT Bryant Tolert  
SGT Kelvin Williams

### INDIANAPOLIS

SFC John Adams  
SFC Kjuan Erskine  
SFC Dwayne Fox  
SFC Brian Kindley  
SSG Tyrone Douthit  
SSG Frankie Hill II  
SSG Chad Kessinger  
SSG Jonathan Rosemeyer  
SGT Mark Lowe

### JACKSONVILLE

SFC Lloyd Byrd  
SFC Laterryio Curington  
SFC Leigh Murchison  
SSG Alexander Parris  
SSG Johnnie Wilson

### LOS ANGELES

SSG Marcelo Calderon  
SSG Ian Fritz  
SSG Akop Kokoshyan  
SSG Chong Son

### MIAMI

SGT Edwin Irizarry

### MID-ATLANTIC

SFC Kenneth Corbin

### MILWAUKEE

SGT Cole Wengermarsh

### MINNEAPOLIS

SSG Michael Fowler

### MONTGOMERY

SFC Kenneth Beverley  
SGT Whitney Kliesch

### NASHVILLE

SFC Tyler Brown  
SFC Ravunda Graves  
SFC Steven Grudzinski  
SFC Ronald O'Daniel  
SFC James Walker  
SSG Ishmael Watts  
SSG Leslie Wells  
SSG Nancy Zale  
SGT Eric Cline  
SGT Robert Holmes

### NEW ENGLAND

SSG John Conrad

### NEW YORK CITY

SFC Shamod Green  
SFC Larry Hawkins  
SSG Angela Indardeo  
SSG Joel Thornton

### OKLAHOMA CITY

SGT Michael Curtis

### PHOENIX

SFC Juan Camacho  
SSG Jonathan Elliott  
SSG Bradley Gump  
SSG Michael Muldrow  
SGT Christian Hernandez  
SGT Randy Young

### PITTSBURGH

SFC Michael Holder  
SFC Kevin Schoen  
SSG William Hinkle  
SSG Matthew Powell  
SGT Frank Desrosiers

### RALEIGH

SFC Mark Bevars  
SFC Shawn Carrington  
SFC Danya Cheek  
SFC William Hyden  
SFC Randy Ray  
SFC Jerry Snider  
SSG Nathan Egerton  
SSG Robert Green  
SSG Christopher Hair  
SSG Tabatha Hardiman  
SSG Lindsee Janise  
SSG Warren Schepisi

### SACRAMENTO

SSG Omar Laboy

### SAN ANTONIO

SFC Esteban Alvarado

### SORB

SFC Dennis Pease  
SFC Phillip Spough

### ST. LOUIS

SFC Vita Baker  
SFC Matthew Hampton  
SFC Gregory Parish  
SSG Lance Masias

### TAMPA

SFC Andrew Baker  
SFC Miguel Chacon  
SSG Michael Douglass  
SSG Diane Evans  
SSG Rodney Jacobs  
SGT Brian Buckley  
SGT Kenneth Callaghan  
SGT Henry Gross  
SGT Donald Mertz  
SGT Donald Albritton  
SGT William Whitley  
SGT George Yokas



# Morrell Awards

**MARCH 2008**

**1ST MRB**

SFC Billy Wilson

**ALBANY**

SFC Thomas Gagne

SSG Damion Orr

**BATON ROUGE**

SSG Yurbran Sevilla

**BALTIMORE**

SFC Leslie Bryant

SFC Otis Cadd III

**CHICAGO**

SFC Gary Walton

SSG Douglas Rhodes

**CLEVELAND**

SSG Franklin Smith

**COLUMBIA**

SFC Craig Ivery

SFC James King

SSG Linston Donaldson

SSG Timmy Hammonds

SSG Geoffrey Rhodes

**COLUMBUS**

SSG David Ammerman

**DALLAS**

SFC Gene Doddy

SFC Carmelo Mora

SSG Ross Cox

SSG James Garrett

SSG Robert Heritage

SSG Jason Isbell

SSG John Swain

SSG Morris Tate

SSG Alfred Valenzuela

**DENVER**

SFC Daniel Bressette

SFC Michael Nagle

SSG Jason Angle

**FRESNO**

SFC David Goad

SSG Ian Fritz

**HOUSTON**

SFC Lucian Buky

SFC Hector Gonzalez

SFC Jeffry Smith

SSG Craig Fitzgerald

SSG Henry Hukill

SSG Chester Kelley

SSG Raul Narvaez

SSG Derek Theaker

**JACKSONVILLE**

SFC Michael Slade

**KANSAS CITY**

SFC Aaron Dohm



**MIAMI**

SFC Orlando Aquino

SFC Enrius Collazo-Gerena

SFC Jimmie Horton

SFC Milton Marrero

SFC Jorge Mendez-Fuentes

SFC Jose Rodriguez

SSG Juan Aviles

**MINNEAPOLIS**

SSG Eric Potter

**MONTGOMERY**

SFC Randolph Brocius

SFC Harry Chambers

SFC Trace Nadeau

SSG Tabitha Brown

**NASHVILLE**

SFC Jason Schenkel

SSG Heath Bergmann

**NEWYORK CITY**

SFC Larry Nelson

**PITTSBURGH**

SFC Pernell Bowersox

SFC Shellie Mudd

SSG David Kraut

SSG Seth Moore

SSG Larry Owens

SSG Felix Rosario

**PHOENIX**

SFC Paul Bowman

SFC Michael Zock

SSG Loyd Smith

**PORTLAND**

SSG Justin Cruz

SSG Philip Wedge

**RALEIGH**

SFC Lilliam Acevedo

SFC Thomas Cheek

SFC Zachariah Craig

SFC Jody Elkins

SFC Daniel Godwin

SFC Bogdan Ionescu

SFC Guillermo Litada

SSG Jeffery Armstrong

SSG Michael Oates

**SAN ANTONIO**

SFC Anel Baird

SFC John Flores

SFC Bladimir ReyesMartinez

SFC William Spartling

SSG Anibal Colon

SSG Jason Janda

SSG Jonathan Miles

SSG Jose Nietocarreon

SSG Bryce Ribgy

SSG Felix Villa

**SOUTHERN CALIFORNIA**

SFC John Bitter

SFC Marc Tamancampos

SSG Amon Potter

**ST. LOUIS**

SFC Darrell Hardin

**TAMPA**

SFC Jose Alvarez-Rivera

SFC Oscar Angelherrera

SFC Stephen Carter

SFC William Judge Jr.

SFC Estevan Lara

SFC Sonianica Matthews

SFC Jonathan Nazario

SFC Brandy Phelps

SFC Juan Diaz-Pollock

SFC Luis Reyes

SSG Hector Aguirre

SSG Robert Barfield

SSG Thomas Bigness

SSG Benjamin Duvall

SSG James Freeland Jr.

SSG Christopher Hand

SSG Vincent Hawthorne

SSG Israel Herrera

SSG Charles Rodriguez

SSG Jesus Rodriguez

SSG Randy Stephens

## 79R Conversions

**FEBRUARY 2008**

**1ST MRB**

SFC Brandon Butcher

**6TH MRB**

SSG Gregory Kraft

**ALBANY**

SFC Bernard Lockrem

SSG Michael Roberge

**ATLANTA**

SSG Jason Prosser

SSG Matthew Montoya

**BALTIMORE**

SSG Danny Dillow

SSG Griffith Newell

**BATON ROUGE**

SSG Frankie Swain

**CHICAGO**

SFC James Anderson

SSG Steven Rosen

**CLEVELAND**

SFC Benjamin Philpott

**DALLAS**

SFC James Johnson

SSG Alfred Valenzuela

**DENVER**

SGT Mark Parker

SSG Alexander Perez

**DES MOINES**

SGT Kurt Curtis

**FRESNO**

SGT Josean Cabrara

SSG Norge Pena

**GREAT LAKES**

SSG Harry Weaver

SSG William Boettcher

SSG Kenneth Johnson

**HARRISBURG**

SFC Corey Chandler

**HOUSTON**

SFC George Dingle

**INDIANAPOLIS**

SSG Braxton Smallwood

**JACKSONVILLE**

SSG Ivan Scott

SSG James Westbrook

**MIAMI**

SFC Steven Boyd

**MID ATLANTIC**

SSG Robert Schott

**MILWAUKEE**

SGT Adam Olson

**MINNEAPOLIS**

SSG Scott Mackedanz

**PHOENIX**

SFC Richard Morales

SSG Alfred Austin

SSG Matthew Gump

**SACRAMENTO**

SFC Sherri Roundtree

SSG Lyman Moak

SSG Richard Russell

**SALT LAKE CITY**

SGT Brian McBride

SSG Lee Coleman

SSG Christopher Lemperle

SSG Joshua Lindt

**SAN ANTONIO**

SSG Chad Miller

**TAMPA**

SFC Stephen Carter

SFC Justino Muniz-Munoz

SFC Javier Pagan

SFC Jesus Rodriguez

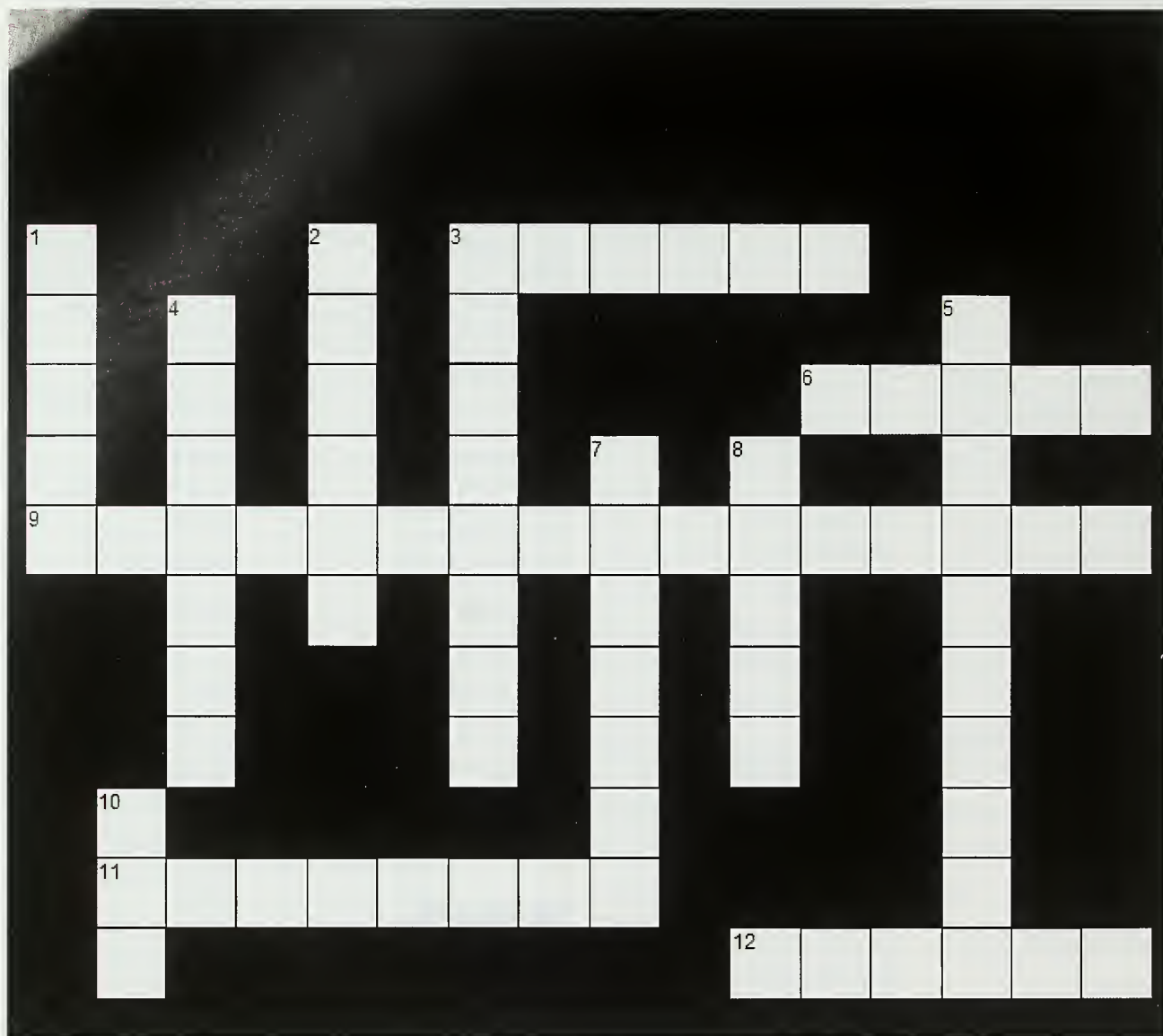
SFC Timothy Smith

SGT Idris Goldsmith

SSG Jack Main

# ARISS Crossword Puzzle

## The Recruiter Zone Calendar



### ACROSS

- 3 Disapproved e-planner
- 6 Training, school visit, Future Soldier training
- 9 Approval authority for e-planner
- 11 Display of suspense functions relating to Prospect Plan
- 12 Removes unwanted activity

### DOWN

- 1 Number of attempts planned
- 2 Forward e-plan to station commander
- 3 Awaiting My Action
- 4 Written mention of that which deserves attention or notice
- 5 Station commander management tool used to approve e-planner
- 7 E-planner view amounting approximately four weeks or 30 days
- 8 Electronic mail campaign
- 10 After Action Review

The answers to this month's puzzle will be printed next month.



# Mission Box

The Achievements of One that Contribute to the Success of the Team



1st Brigade



2d Brigade



3d Brigade



5th Brigade



6th Brigade



Medical Recruiting  
Brigade

March Fiscal Year 2008

## Top Regular Army Recruiter

**CPL Richard Brenton**  
Albany

**SGT Frederick  
Stoner**  
Jacksonville

**Top Fire Team\***  
**SFC Cedric White**  
**SSG Robert Simms**  
**SGT Matthew Monroe**  
Indianapolis

**SSG Peter Romero**  
Phoenix

**SSG Mark Catlett**  
Sacramento

**SFC Roosevelt  
Buckner**  
6th MRB

## Top Army Reserve Recruiter

**SGT James LaFosse**  
Baltimore

**SFC George Gamble**  
Montgomery

**SSG William  
Kennedy**  
Oklahoma City

**SGT Wilfredo  
Hernandezojeda**  
Southern California

**CPT Anthony Groff**  
1st MRB

## Top Large Station Commander

**SFC Steven Vachon**  
Bangor Station  
New England

**SFC Raul Rios**  
Hinesville Station  
Jacksonville

**SFC Scott Page**  
Middletown Station  
Minneapolis

**SFC Brian Heffernan**  
Denton Station  
Dallas

**SFC Neil Juliette**  
Denver Station  
Denver

**SFC Thomas  
McClain**  
Seattle Station  
6th MRB

## Top Small Station Commander

**SFC Orlando Gordon**  
Virginia Beach Station  
Baltimore

**SFC James Liles**  
Hope Mills Station  
Raleigh

**SFC David Chorney**  
Houghton Station  
Milwaukee

**SFC Lawrence  
Reece**  
Junction City Station  
Kansas City

**SSG Egan Johnson**  
Yreka Station  
Sacramento

**SFC William  
Marcinak**  
Mobile Station  
2d MRB

## Top Company

**Burlington Company**  
Albany

**Dothan Company**  
Montgomery

**Columbus Company**  
Columbus

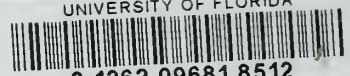
**Corpus Christi  
Company**  
San Antonio

**Bakersfield  
Company**  
Fresno

**Boston Company**  
1st MRB

*\*3d Brigade is testing the Team Recruiting Concept*

UNIVERSITY OF FLORIDA



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# MEMORIAL DAY

MONDAY ★ 26 MAY 2008

FLARE

